

ADVOCACY FOR CHANGE FINAL REPORT 2016-2020



A strategic partnership between Solidaridad Network
and the Dutch Ministry of Foreign Affairs

Solidaridad

CHANGE THAT MATTERS

Reference: MINBUZA-2015.651872 ENV-2015.11160 / Activity N° 27545
Date: July 1, 2021
Photo Cover page: A member of the Solidaridad technical team, working together
with coffee workers in Moyobamba, Peru. © Solidaridad
Contacts: Heske Verburg (heske.verburg@solidaridadnetwork.org)
Irene de Bruin (irene.debruin@solidaridadnetwork.org)

**This report is best viewed
in Acrobat Reader**



ADVOCACY FOR CHANGE FINAL REPORT 2016-2020

A strategic partnership between Solidaridad Network
and the Dutch Ministry of Foreign Affairs

TABLE OF CONTENTS

1 INTRODUCTION	7
2 OVERALL STRATEGIC INSIGHTS AND LESSONS LEARNED	8
2.1 General strategic insights and lessons learned	8
2.2 Towards better and inclusive policies	9
2.2.1 From voluntary to mandatory	11
2.3 Solidaridad's roles in Advocacy for Change	12
2.3.1 Empower, capacitate, and build networks	12
2.3.2 Partnerships for inclusive policy engagement and civic space	12
2.3.3 Fostering civic space	13
2.4 Gender and social inclusion	14
2.5 Sustainable Landscape & Climate Innovation	16
2.6 Facts and figures 2016-2020	18
2.7 Sustainability & exit strategies	19
2.8 Data management and integrity	20
3 RESULTS AND ACHIEVEMENTS 2020	21
3.1 Landscape innovation programmes	21
3.1.1 Honduras - PaSos	22
3.1.2 Nicaragua - South Caribbean Coastal Autonomous Region (RACCS)	22
3.1.3 Paraguay - Dry Chaco	23
3.1.4 Tanzania - Kilimanjaro	24
3.1.5 Zambia - Kaleya Watershed Mazabuka	25
3.1.6 India - Ganga Basin	25
3.1.7 Indonesia - Mount Merapi Central Java	26
3.2 Global enabling policy environment projects	26
3.3 Continental enabling policy environment projects	30
3.3.1 Coffee in Latin America	31
3.3.2 Sugarcane in Central America	31
3.3.3 Soy in Southern America	32
3.3.4 Fruit & Vegetables in East and South Africa	32
3.3.5 Livestock in Southern Africa	33
3.3.6 Palm Oil in Asia	33
3.3.7 Tea in Asia	33
3.3.8 Textiles in Ethiopia and Myanmar	34

3.4 Country enabling policy environment projects	35
3.4.1 Bolivia	35
3.4.2 Ghana	36
3.4.3 Uganda	37
3.4.4 Mozambique	38
3.4.5 Bangladesh	38
3.4.6 Indonesia	39
3.4.7 Europe	39
4 FINANCIAL REPORT 2016-2020	42
ANNEXES	45
ANNEX 1 Solidaridad's Theory of Change	45
ANNEX 2 Targets for Common Indicators for Dialogue and Dissent	48
ANNEX 3 Project Descriptions	50
ANNEX 4 Partners and Partnerships	54
ANNEX 5 Capacity enhancement support per partner	74
ANNEX 6 Risks And Mitigation Strategies	82
ANNEX 7 Maps	88
ANNEX 8 Articles and publications	91
ANNEX 9 Executive Summary End Evaluation AFC	93
ANNEX 10 Management response to the End Evaluation AFC	111
ANNEX 11 Glossary of Acronyms	119

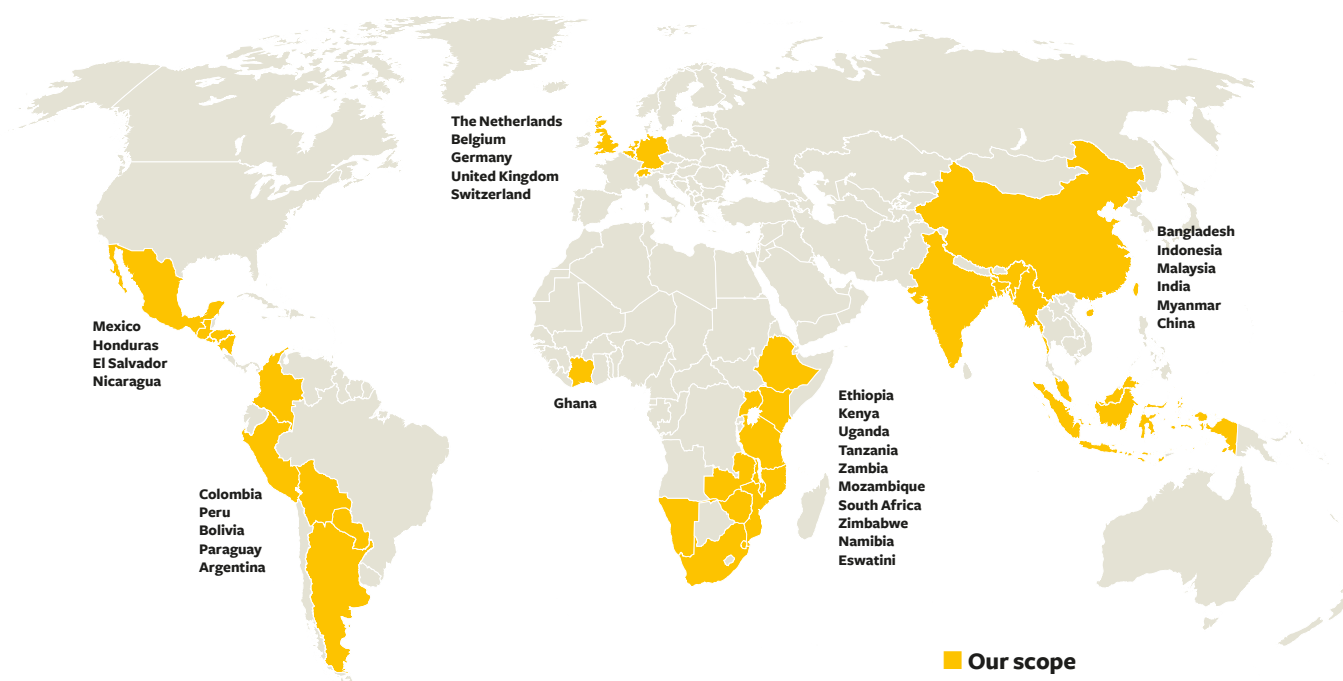


Figure 1: World Map of programmes Advocacy for Change 2016-2020

1

INTRODUCTION

With the Advocacy for Change (AfC) programme, implemented in 2016-2020, Solidaridad has worked towards increasing civic space for farmers, miners and workers to enable them to stand up for their rights and claim a better position in the supply chain. The AfC programme had a strong focus on fostering a multi-stakeholder approach, inclusive dialogue, civil society strengthening, and women's participation. Together with our local partners, we have designed and implemented 41 programmes across various regions worldwide to promote participation and inclusion in supply chains.

One of the main premises of Advocacy for Change is that achieving genuine sustainability on a large scale not only requires supporting producers but also stimulating an enabling policy environment. We have therefore geared our efforts in this programme towards increasing civic space, strengthening the capacity of local stakeholders, and fostering gender inclusivity. Our multi-stakeholder dialogue approach and 'boots and brains on the ground', with a trusted and neutral position in the local communities where we work, were key in enabling our advocacy efforts.

In this final report we look back at our strategies, our programmes implemented and results achieved under the AfC programme. We are very proud of the results we have achieved, together with our partners.

This report provides an overview of these results, and much more information is found on our [website](#).

With Advocacy for Change's successor [RECLAIM Sustainability!](#), we have been given the opportunity to continue our strive further towards achieving genuine and inclusive sustainability in global value chains, where the voices of farmers, miners, workers and citizens are well represented in decision making, civil society is strengthened, and gender and social inclusion are prioritized.

This final report covers the period January 2016 - December 2020. In Chapter 2 we present our strategic analysis, insights and lessons learned from implementing the Advocacy for Change Programme in the past five years. Chapter 3 provides details of results achieved in our Sustainable Landscape projects (section 3.1), our Global Enabling Policy Environment projects (section 3.2), followed by our regional (section 3.3) and country-based projects (section 3.4). Lastly, in Chapter 4 we present our financial report for 2016-2020.

2

OVERALL STRATEGIC INSIGHTS AND LESSONS LEARNED

2.1 GENERAL STRATEGIC INSIGHTS AND LESSONS LEARNED

Over the course of 2020, we commissioned an end evaluation of the Advocacy for Change programme. This evaluation was an opportunity for Solidaridad to reflect on how we work, and to inform our strategic thinking and implementation post 2020. We are encouraged by the findings of the evaluation. We have taken full notice of the areas for improvement, and have embraced the recommendations in our new programme RECLAIM Sustainability! in partnership with the Ministry of Foreign Affairs (MoFA).

The evaluators also positively assessed the effectiveness of our strategies. We have been **successful in strengthening smallholder and indigenous people associations** to participate in Multi Stakeholder Platforms (MSPs) and Lobby and Advocacy (L&A) activities, liaising between smallholder associations and powerful industry associations. This confirms our strategy that enhancing participation is the first step to be heard. The majority of our projects (63% of our portfolio) have **contributed significantly to policy change**, while in other projects ‘small wins’ or important incremental steps towards change were noted.

“One main success factor for effective Lobby & Advocacy strategies is the social capital built up by Solidaridad, which includes local ownership, expertise, networks. [...] Experienced and highly qualified staff and research capacity, Solidaridad’s large (international) network and having genuine partnerships based upon equality are other success factors.”

End Evaluation of Advocacy for Change programme, by Aidenvironment 2020

click to enlarge image

We are encouraged by the finding that the AfC programme has shown to be relevant. Solidaridad already had a good knowledge of a sector and/or landscape and built upon earlier experiences with Good Practices (GP) and Robust Infrastructure (RI) projects, defining relevant lobby and advocacy policy objectives and strategies to improve the policy context for these projects.

Small wins can be relevant in situations of wicked or complex problems, where pathways of change may not be so clear. A series of small wins may finally result in real policy change.

We are very pleased with the general conclusion of the evaluation that our Advocacy for Change programme has **made an important contribution**

to several systemic changes and so to the potential for sector transformation, especially when seen in combination with projects aimed at supporting Good Practices and projects aimed at Supportive Business Ecosystems. We are enormously encouraged by this finding, which so clearly reaffirms our theory of change with supporting intervention areas at these four lines. The evaluator explicitly mentions our contribution to the following systemic improvements:

1. Improved service delivery, by public or private sector
2. Trust and dialogue between stakeholders
3. Coordination of and alignment between stakeholders
4. Strengthening of civic space, largely related to capacity building of CSOs and MSPs
5. More transparency/accountability of stakeholders, as well as reduced corruption
6. Shift of mindsets and norms

The lessons learnt in the Advocacy for Change programme have laid a strong basis for the RECLAIM Sustainability! Programme, to be implemented in 2021-2025 in cooperation with our consortium partners Fairfood, Business Watch Indonesia, and TrustAfrica. Our main lessons learnt from Advocacy for Change include:

- Multi Stakeholder Partnerships are an effective way to engage different stakeholders and deliver on a shared agenda;
- “Boots on the ground”: being seen as a credible, reliable and neutral player, with a neutral, a-political positioning and a constructive (pragmatic) approach is key to success;
- In order to achieve sector transformation and to have sustained impact at scale there is a need to **understand and address the underlying systemic drivers**;
- It takes time to change policies and regulations and it takes time to set-up MSPs, conduct research, and build relationships;
- Strategic **alignment between global and local interventions** accelerates change.

The evaluators recommend enhancing our under-

standing and explicitation of the policy context. We have taken this up on the start up phase of our RECLAIM Sustainability! programme by developing and rolling out a training programme on Advocacy design.

2.2 TOWARDS BETTER AND INCLUSIVE POLICIES

Solidaridad broke-down the pathway towards policy change into a 6-staged Ladder to Policy Change;

1. **Agenda setting:** (public or private) decision makers are open or willing to look into change;
2. **Recommendations** (position papers, proposals for reviews) are brought into dialogue;
3. **Consensus** is reached within the MSP/dialogue;
4. **Reformulation & Submission** of the mechanism, norm, policy, law or article after exchanges of to the public or private decision maker(s);
5. **Adoption** of new or adjusted mechanisms, norms, policies, laws are passed successfully;
6. **Implementation** or enforcement of new mechanisms, norms, law, policy, articles.

Although this theoretical pathway looks linear, it by no means is. Over the course of 2016-2020 we experienced political dynamics forcing us to step back one stage, while positive dynamics created opportunities to make bigger steps and even skip certain stages.

Evidence from the past years has shown that within the duration of four to five years the change from policy influencing stage 1 to 6 can be achieved. However, this highly depends on the kind of policy change and the context in which this is sought, and on the extent to which Solidaridad had already been working with policymakers, and the extent to which trust and networks were built up (which may take long). Relations and trust are key to long-term success.

Figure 2 shows in which phase each of our programmes is situated as per the end 2020. Section 3 describes progress in more detail. By the end of 2020, we can report that we have contributed to the adoption of **53 policies and regulations in 15 countries.**

PROGRESS TOWARDS POLICY CHANGE 2020	2019															
	Honduras	Nicaragua	Paraguay	Tanzania	Zambia	India	Indonesia	Bangladesh	Bolivia	Ghana	Mozambique	Uganda	the Netherlands - Europe			
	2018															
	2017															
	2016															
	2015															
	2014															
	2013															
	2012															
	2011															
	2010															
	2009															
	2008															
	2007															
	2006															
	2005															
	2004															
	2003															
	2002															
	2001															
	2000															
	1999															
	1998															
	1997															
	1996															
	1995															
	1994															
	1993															
	1992															
	1991															
	1990															
	1989															
	1988															
	1987															
	1986															
	1985															
	1984															
	1983															
	1982															
	1981															
	1980															
	1979															
	1978															
	1977															
	1976															
	1975															
	1974															
	1973															
	1972															
	1971															
	1970															
	1969															
	1968															
	1967															
	1966															
	1965															
	1964															
	1963															
	1962															
	1961															
	1960															
	1959															
	1958															
	1957															
	1956															
	1955															
	1954															
	1953															
	1952															
	1951															
	1950															
	1949															
	1948															
	1947															
	1946															
	1945															
	1944															
	1943															
	1942															
	1941															
	1940															
	1939															
	1938															
	1937															
	1936															
	1935															
	1934															
	1933															
	1932															
	1931															
	1930															
	1929															
	1928															
	1927															
	1926															
	1925															
	1924															
	1923															
	1922															
	1921															
	1920															
	1919															
	1918															
	1917															
	1916															
	1915															
	1914															
	1913															
	1912															
	1911															
	1910															
	1909															
	1908															
	1907															
	1906															
	1905															
	1904															
	1903															
	1902															
	1901															
	1900															
	1899															
	1898															
	1897															
	1896															
	1895															
	1894															
	1893															
	1892															
	1891															
	1890															
	1889															
	1888															
	1887															
	1886															
	1885															
	1884															
	1883															
	1882															
	1881															
	1880															
	1879															
	1878															
	1877															
	1876															
	1875															
	1874															
	1873															
	1872															
	1871															
	1870															
	1869															
	1868															
	1867															
	1866															
	1865															
	1864															
	1863															
	1862															
	1861															
	1860															
	1859															
	1858															
	1857															
	1856															
	1855															
	1854															
	1853															
	1852															
	1851															
	1850															
	1849															
	1848															
	1847															
	1846															
	1845															
	1844															
	1843															
	1842															
	1841															
	1840															
	1839															
	1838															
	1837															
	1836															
	1835															
	1834															
	1833															
	1832															
	1831															
	1830															
	1829															
	1828															
	1827															
	1826															
	1825															
	1824															
	1823															
	1822															
	1821															
	1820															
	1819															
	1818															
	1817															
	1816															
	1815															
	1814															
	1813															
	1812															
	1811															
	1810															
	1809															
	1808															
	1807															
	1806															
	1805															
	1804															
	1803															
	1802															
	1801															
	1800															
	1799															
	1798															
	1797															
	1796															
	1795															
	1794															
	1793															
	1792															
	1791															
	1790															
	1789															
	1788															
	1787															
	1786															
	1785															
	1784															
	1783															
	1782															
	1781															
	1780															
	1779															
	1778															
	1777															
	1776															
	1775															
	1774															
	1773															
	1772															
	1771															
	1770															
	1769															
	1768															
	1767															
	1766															
	1765															
	1764															
	1763															
	1762															
	1761															
	1760															
	1759															
	1758															
	1757															
	1756															
	1755															
	1754															
	1753															
	1752															
	1751															
	1750															
	1749															
	1748															
	1747															
	1746															
	1745															
	1744															
	1743															
	1742															
	1741															
	1740															
	1739															
	1738															
	1737															
	1736															
	1735															
	1734															
	1733															
	1732															
	1731															
	1730															
	1729															
	1728															
	1727															
	1726															
	1725															
	1724															
	1723															
	1722															
	1721															
	1720															
	1719															
	1718															
	1717															
	1716															
	1715															
	1714															
	1713															
	1712															
	1711															
	1710															
	1709															
	1708															
	1707															
	1706															
	1705															
	1704															
	1703															
	1702															
	1701															
	1700															
	1699															
	1698															
	1697															
	1696															
	1695															
	1694															
	1693															
	1692															
	1691															
	1690															
	1689															
	1688															
	1687															
	1686															
	1685															
	1684															
	1683															
	1682															
	1681															
	1680															
	1679															
	1678															
	1677															
	1676															
	1675															
	1674															
	1673															
	1672															
	1671															
	1670															
	1669															
	1668															
	1667															
	1666															
	1665															
	1664															
	1663															
	1662															
	1661															
	1660															
	1659															
	1658															
	1657															
	1656															
	1655															
	1654															
	1653															
	1652															
	1651															
	1650															
	1649															
	1648															
	1647															
	1646															
	1645															
	1644															
	1643															
	1642															
	1641															
	1640															
	1639															
	1638															
	1637															
	1636															
	1635															
	1634															
	1633															
	1632															
	1631															
	1630															
	1629															
	1628															
	1627															
	1626															
	1625															
	1624															
	1623															
	1622															
	1621															
	1620															
	1619															
	1618															
	1617															
	1616															
	1615															
	1614															
	1613															
	1612															
	1611															
	1610															
	1609															
	1608															
	1607															
	1606															
	1605															
	1604															
	1603															
	1602															
	1601															
	1600															
	1599															
	1598															
	1597															
	1596															
	1595															
	1594															
	1593															
	1592															
	1591															
	1590															
	1589															
	1588															
	1587															
	1586															
	1585															
	1584															
	1583															
	1582															
	1581															
	1580															
	1579															
	1578															
	1577															
	1576															
	1575															
	1574															
	1573															
	1572															
	1571															
	1570															
	1569															
	1568															
	1567															
	1566															
	1565															
	1564															
	1563															
	1562															
	1561															
	1560															
	1559															
	1558															
	1557															
	1556															
	1555															
	1554															
	1553															
	1552															
	1551															
	1550															
	1549															
	1548															
	1547															
	1546															
	1545															
	1544															
	1543															
	1542															
	1541															
	1540															
	1539															
	1538															
	1537															
	1536															
	1535															
	1534															
	1533															
	1532															
	1531															
	1530															
	1529															
	1528															
	1527															
	1526															
	1525															
	1524															
	1523															
	1522															
	1521															
	1520															
	1519															
	1518															
	1517															
	1516															
	1515															
	1514															
	1513															
	1512															
	1511															
	1510															
	1509															
	1508															
	1507															
	1506															
	1505															
	1504															
	1503															
	1502															
	1501															
	1500															
	1499															
	1498															
	1497															
	1496															
	1495															
	1494															
	1493															
	1492															
	1491															
	1490															
	1489															
	1488															
	1487															
	1486															
	1485															
	1484															
	1483															
	1482															
	1481															
	1480															
	1479															
	1478															
	1477															
	1476															
	1475															
	1474															
	1473															
	1472															
	1471															
	1470															
	1469															
	1468															
	1467															
	1466															
	1465															
	1464															
	1463															
	1462															
	1461															
	1460															
	1459															
	1458															
	1457															
	1456															
	1455															
	1454															
	1453															
	1452															
	1451															
	1450															
	1449															
	1448															
	1447															
	1446															
	1445															
	1444															
	1443															
	1442															
	1441															
	1440															
	1439															
	1438															
	1437															
	1436															

Figure 2: Ladder to Policy Change, status by end 2020

Obviously there is a need for follow-up activities to make policies work. We are not there yet! Policy change processes can take time, and depend on the political context. The first years of a project are needed to align with partners and set-up a multi-stakeholder partnership or platform, conduct policy research and build relationships with L&A partners and targeted decision-makers. In those cases, the actual policy influencing starts only after a few years. Hence, there are several examples where policy targets have not yet been achieved but are in progress, and small wins towards policy change were achieved.

2.2.1 FROM VOLUNTARY TO MANDATORY

In the Multi Stakeholder Initiatives and Platforms (MSIs/MSPs) that we joined, as well as those that we initiated ourselves, we often served in leading positions and contributed actively in e.g. the governing board or steering committee, and by chairing or participating in working groups or other dedicated committees. This enabled us to influence the initiatives' strategic direction, create space for the participation of vulnerable groups, and contribute to their strength, credibility and growing membership.

Voluntary sustainability standards and initiatives played an important role in driving positive improvements in value chains. MSIs have proven to be very valuable platforms for Solidaridad to engage with key public and private stakeholders, to increase mutual understanding and recognition, to drive commitments and to advocate for our agenda in general. The experience and broad perspective (beyond certification) that Solidaridad brings to such initiatives, has been instrumental for MSIs to retain credibility and relevance. For Solidaridad, these global initiatives remain a relevant tool to bring about change that matters in global value chains, provided that the bar within these initiatives is regularly raised and levers of change are regularly re-examined. This will only happen if credible CSOs, as representatives of vulnerable groups such as farmers, workers and miners, are members of such initiatives. Without CSOs, such initiatives risk becoming instruments to greenwash the status quo and serve the interests of corporations only.

The number of MSIs grew rapidly, and Solidaridad also engaged in an increasing number of new MSIs next to existing ones. Although we continue to be a strong supporter of the MSI approach, we also see that the rapidly growing number of MSIs is not necessarily increasing their effectiveness, efficiency, speed and scale as we see stakeholders that start to "pick and choose" between initiatives.

Voluntary sustainability initiatives also show to have had limited potential to resolve some of the largest challenges we face, such as child labour, forced labour, deforestation, land grabbing, pollution, and social exclusion. More importantly, voluntary sector standards did not, and cannot, address root causes such as poverty and unequal distribution of power and value in the supply chains. Moreover, voluntary sustainability standards and initiatives only cover a limited part of the production, as not all business enterprises chose to use them.

Two new and complementary pathways are becoming part of our way of working. The first is a dual approach of global and local and Regional Voluntary Standards for those sectors that have different market tendencies, e.g. for Tea and Palm Oil in Asia. Local sustainability frameworks can lift the floor, while we will continue to raise the bar by further improving the Global sustainability standard of RSPO.

Secondly, there is an important role for governments and public authorities in producing countries and consuming countries alike to establish the floor and/or the bar and assure effective mandatory **regulatory frameworks** that enable the transition to a sustainable and inclusive economy, that maximizes the benefits for all, but especially for producers and marginalized groups in supply chains in the Global South, and improve their livelihoods. In the coming years, we do not work towards replacing voluntary initiatives - but we must complement them with a mandatory approach. We must change gear and create a smart mix of tools.

Governments, business enterprises, and civil society organizations are now discussing these mandatory approaches such as human rights and environmental due diligence legislation to address the structural

issues in complex global supply chains. Yet, to date, there is limited research available suggesting that due diligence legislation alone enables business enterprises to properly identify risks in their supply chains, and address and prevent these risks in a thorough and meaningful way that results in a positive impact for producers and/or the environment. Therefore, we need additional elements to ensure that any new human rights and environmental due diligence legislation will have a positive impact on producers and the environment. Due diligence legislation for business enterprises is an important element of a regulatory framework, but definitely not the only element in the smart mix of measures that is needed to tackle the complex and systemic challenges in international supply chains. Governments in producing countries also play a crucial role and need to be supported through complementary measures and partnerships.

2.3 SOLIDARIDAD'S ROLES IN ADVOCACY FOR CHANGE

Experience shows that the underrepresentation of civil society organizations and producers, miners and workers in policy dialogue leads to unequal results. To overcome barriers to participation, especially of vulnerable groups, and to promote inclusive dialogue and participatory decision making, Solidaridad employed three mutually reinforcing approaches, that are described in the following subsections. These approaches depend on the context, the existing relations between decision-makers and stakeholders, and the nature of the issue being addressed

2.3.1 EMPOWER, CAPACITATE, AND BUILD NETWORKS

We empowered, capacitated and built networks, to enable meaningful participation of civil society and producer organizations in policy dialogues. An example of how AfC empowered farmers and workers is the [Trinitea project in India](#) that was aimed at developing a certification standard that meets the needs of small-scale tea growers. The development of smart self-assessment systems for smallholder tea growers is hereby aimed to assist them in making informed production and marketing decisions, geared at improving their overall bargaining position and operational efficiency (see section 3.3.7). We enabled civil society and producer organizations

to meaningfully participate in dialogue and enhanced CSOs' abilities to advocate, by improving their knowledge and understanding, negotiation skills and resources. Over the course of 2016-2020, we supported a diverse palette of civil society groups to gain access to networks and platforms, to join in policy dialogue, and to gather evidence to inform dialogue. By 2020 we have supported 183 local civil society organizations, of which 66 are local CSOs, and 117 producer organizations. For a detailed overview of beneficiaries by country, please refer to Annex 5.

2.3.2 PARTNERSHIPS FOR INCLUSIVE POLICY ENGAGEMENT AND CIVIC SPACE

We engaged directly with public and private decision makers to create better suited policies. A good example of this is found in Ghana where Solidaridad has lobbied for the [lifting of the 2017 ban on artisanal and small-scale gold mining in Ghana](#), and has worked closely with policy makers to advise them in the development of new legislation: the Multilateral Mining Integrated Programme (MMIP), (see section 3.4.2). In addition, we have actively advocated for better due diligence legislation in Europe, for instance, in the cocoa sector, calling for an explicit inclusion of the right to a [living income and living wage](#). Furthermore, Solidaridad has co-developed a [global approach for the European Garment Sector](#) for better wage management and training on purchasing practices, value chain transparency and due diligence (see section 3.4.7).

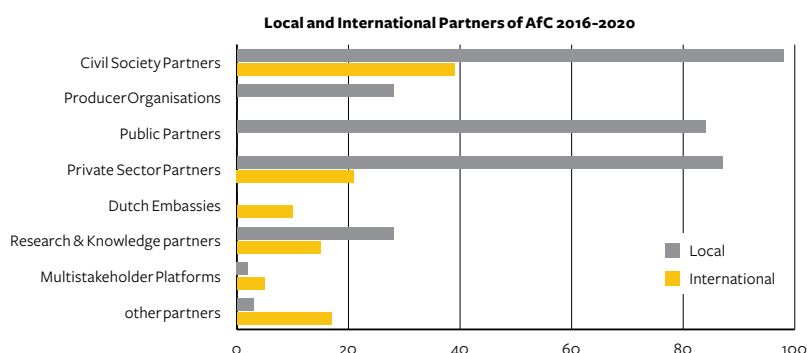
The end evaluation concluded that one main success factor for effective L&A strategies is the social capital built up by Solidaridad, which includes local ownership, expertise, networks. Solidaridad engaged directly with public and private decision-makers to improve policy making and enforcement. We shared knowledge, advice and co-created practical tools. We worked directly with local government agencies to co-design effective and meaningful measures and mechanisms to put policies into action.

Throughout the programme, we partnered with organizations tapping into and reinforcing each other's actions, knowledge, experience and networks. In most projects the social capital was derived from a strategic

combination with the Practice for Change programme, which permitted for practical engagement and support with easier to identify benefits for the target groups before heading for the typical Advocacy for Change programme and activities. Such activities on the ground showed to be crucial in positioning ourselves as a credible and trustworthy advocacy actor.

In 2020 alone, we partnered with 370 partners. Over the full programme period 2016-2020, we partnered with 437 partners (see Figure 3). Civil Society partners obviously dominated our partnerships; 165 local and international CSO partners, including grassroots, NGOs and producer organizations joined us in policy engagement. We partnered with 81 public actors and the Dutch embassies in 10 countries¹ to realize our policy goals. With 90 companies, the Private Sector was also an important ally in our advocacy for change. Major research partners include universities such as Wageningen University & Research (WUR), Cambridge University, and various local universities as well as consultancies and research centres in almost all the countries we worked in. For a detailed overview of the various partners in 2016-2020 and a more detailed description of their roles and tasks in our programmes, see Annex 4.

Figure 3: Local and international partners in 2016-2020,



sorted by type

2.3.3 FOSTERING CIVIC SPACE

Worldwide, civic space in many countries is heavily repressed or limited. Civic space is essential for the well-being and development of people and societies, and this formed an important part of the AfC programme. Solidaridad is widely seen as a neutral and a-political

partner by the variety of stakeholders we engage with, including businesses, governments, local organizations, and the farmers, miners and workers. The Solidaridad's Regional Expertise Centres (RECs) are very well positioned to create and increase civic space, because they are perceived as local entities with local legitimacy, and a trusted, neutral enabler for dialogue spaces, building joint agendas.

This neutral and trusted position has enabled Solidaridad to create civic space and room for peaceful dialogue, thus helping to increase the trust and collaboration between partners and stakeholders. We established MSPs and other forms of dialogue, convening key stakeholders in dialogue, in order to increase mutual understanding and recognition and identify opportunities to commit to joint action to address (pre-competitive) sustainability issues.

Throughout the AfC programme, we participated in and contributed to **147 MSPs and dialogue fora**, at various levels, ranging from the very local ward or community level to global multi stakeholder policy framework development platforms such as the Roundtable on Sustainable Palm Oil (RSPO) with the aim to increase mutual understanding and facilitating joint action to address sustainability issues. Some interesting examples from our portfolio include:

- In **Ghana**, we have facilitated [a dialogue process over land and tree ownership between farmers, land owners and traditional leaders](#). This issue has been heavily contested between these groups for years. Solidaridad played a neutral role to share knowledge and technical advice on land documentation and ownership security, thus creating awareness on land documentation, land acquisition processes and women's access to land. The stakeholder dialogue has reached consensus and delivered significant input to the lease agreement document, contributing to the land ownership security of cocoa farmers in the region (see section 3.4.2).

¹ Bangladesh, Costa Rica, Ethiopia, Ghana, India, Indonesia, Mozambique, Tanzania, Zambia, Zimbabwe

“The biggest change I’ve seen in a life surrounded by oil palms was in 2017 with the PaSos programme from Solidaridad. It is very difficult to agree with so many people, but we are talking and little by little we are finding things in common. We all agree that for everyone’s sake we must ensure better management of all our shared resources.”

Sonia Maribel Ramirez, member of the Unified Peasant Movement of the Aguan (MUCA)



- Our project [Paisajes Sostenibles \(Sustainable Landscapes – PaSos\) in Nicaragua and Honduras](#) is aimed at fostering sustainable landscapes in palm oil and cocoa in the region. A multi-stakeholder approach has been essential to stimulate inclusive and peaceful dialogue and increase civic space amidst regular conflict between the local communities and private sector actors. This project has been featured in the recent digital publication [Dialogue & Dissent by the Dutch Ministry of Foreign Affairs](#) (see section 3.1).

2.4 GENDER AND SOCIAL INCLUSION

Gender mainstreaming is an important condition for sustainable sector transformation. Solidaridad aimed to create a level playing field, address barriers to equal participation, and work with women and men towards transformative change in agricultural, mining and industrial production, in order to prevent programmes, policy domains, and legislations to unintentionally and negatively impact women and men (do no harm and leave no one behind). It means women and men’s concerns and experiences become fundamental elements in the design, implementation, and monitoring and evaluation in an equal manner.

Over the course of 2016-2020, the Advocacy for Change programme allowed Solidaridad to enter on a [joint journey](#) with experts from the Ministry of Foreign Affairs and other partners (see figure 4), and to develop a comprehensive gender mainstreaming strategy within our organization. This also allowed us to develop strong thought leadership on gender inclusivity. We have translated lessons learned by re-examining our analytical approach on gender and social inclusion to intersectionality and intersectional

gender analysis. This helps in understanding the multiple identities that farmers, miners, and workers have that reinforce their marginalization, and in some cases oppression. It is through the intersectionality lens that youth as a concentrated majority excluded group is currently a target group in our (SME) support interventions.

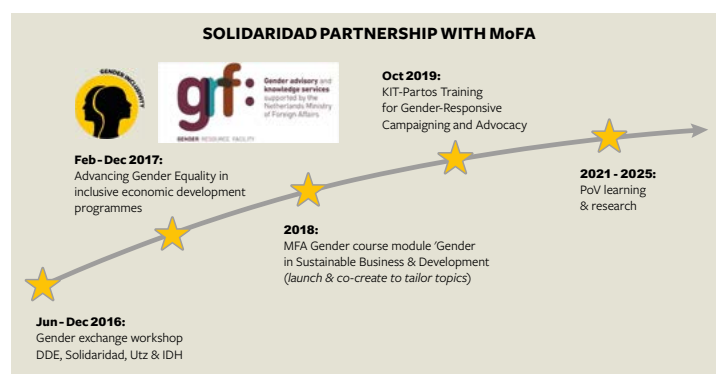


Figure 4: Gender Resource Facility partnership with MOFA over the years

In the past years, our RECs have enhanced their ability to consistently integrate, implement, evaluate and learn from the gender strategies in their plans. We have developed gender training materials that support internal capacity enhancement and project implementation, which include an internal **knowledge platform**, the [Gender Buckets](#), the [Gender ABC](#) and **Gender Business case**. The three tiers of the gender business case are based on the following notions: 1. Making optimal use of available human capital and opportunities by supporting women to climb the socio-economic ladder leads to enhanced economic growth 2. Balancing so-called male and female perspectives and approaches enhances the quality of decision making 3. Investing in gender inclusivity provides a valuable long-term return on investment for future generations.

A learning trajectory has been started to generate evidence for the business case for gender inclusivity in households, communities, businesses, and governments. A global team of regional Gender Experts is now in place, working towards decentralized capacity enhancement at REC level. We have developed a full 4-moduled curated **gender inclusivity** course. This course has been made digitally available on the Kaya platform for both internal staff and project partners during the Covid-19 pandemic. All the materials and tools developed by the task force have been tested and validated through pilots in various RECs before disseminating them to the network and external partners.

Some examples of inclusive policy dialogue from our portfolio:

- In our policy influencing work, gender inclusivity was successfully put on the agenda of a range of global and national policy makers, among which the European Partnership for Responsible Minerals, CEN/ISO standard for sustainable cocoa, the International Cocoa Organization, and the Better Cotton Initiative. In response, these actors have developed strategies to promote gender equality.
- The [Women in Cocoa & Chocolate Network \(WINCC\)](#) was launched in 2016 to empower women and their position in the cocoa sector. WINCC has been organizing regular meetings since its inception, aimed at strengthening leadership skills to increase the voice and influence of women throughout the cocoa and chocolate sector, and hereby contribute to a more sustainable value chain.
- Solidaridad has worked towards strengthening the position of the pallaqueras (female miners who work on the slopes and outskirts of mines to collect minerals left over or thrown away by the formal miners, who are generally men) in Peru and women miners in Bolivia. Whilst these women play an important role in the mining sector, their voices are often unheard in policy decisions and their socio-economic situation is vulnerable. Solidaridad, through the AfC programme, contributed to the reactivation of the Red Nacional de Mujeres y Minería (National Women and Mining Network) that gathers and represents women miners from all over Bolivia. The project, named Qori Suma, has built capacity in more than 440 women in leadership, associativity, media training, and how to face violent situations. A milestone was reached in February 2020, when these women launched their own [policy brief agenda](#) with recommendations to improve living and working conditions for women miners in Bolivia (see section 3.4.1).



- Together with a handful of other NGOs and MoFA we founded the Women Rights in Mining (WRM) and jointly lobbied for gender mainstreaming in the gold sector. We spoke about the challenges that women in mining face and provided recommendations to address them, also based on our own experience on the ground. We did this at the OECD Forum, the IGF Annual Meeting, at industry conferences, during webinars, through publications, social media, etc. We also worked with standard setters to make the standards more gender sensitive. Together with WRM we developed the 10-Do's (a guide for governments, companies and financial institutions to uphold women's rights in the supply chains of minerals for

renewable energy technologies), and the OECD Stakeholder Statement on [Implementing Gender-Responsive Due Diligence](#) and ensuring the human rights of women in Mineral Supply Chains, which is now signed by 35 organizations. We contributed to various publications on gender, for example the Gender in Mining Encyclopedia and the report on sexual and gender based violence (SGBV) in the mining sector.

- In Ethiopia, it had been noted that women often left employment following giving birth. However, Solidaridad's consultations and engagement showed that many female workers are keen to continue employment, and that an extension of maternity leave would greatly increase the likelihood of them returning to the same employer. This has significant benefits in allowing for continuity of career progression and ability to continue to avail benefits that accrue to employees under contract over time. Solidaridad's gender specialist contributed strongly to legislative amendments that would improve conditions for female workers. The acceptance by the Ministry of Labor and Social Affairs (MOLSA) of the recommendation to extend maternity leave provisions was reflective of this. In addition, dedicated training on leadership skills was provided to elected female union representatives with the goal of ultimately supporting better representation of women within senior levels of the organized labour movement in future. Content on gender sensitization and inclusivity was also

included as part of a broader training to union representatives on collective bargaining (see section 3.3.8).

2.5 SUSTAINABLE LANDSCAPE & CLIMATE INNOVATION

A landscape is a geographical area (a place), consisting of physical features as well as the social, economic and natural functions. It is shaped by ecological, political, economic and cultural processes, both historic and present. A Landscape Approach is about considering these multiple interconnected functions, practices and governance processes in decision-making, often through some form of coordination between stakeholders. Within Solidaridad, the landscape approach is a way of working to deliver impact that is strongly embedded in the institutional context of a landscape to ensure a participatory and inclusive change process towards sustainable and equitable development. With a landscape approach we seek to understand interdependencies in ecological systems and seek to create incentives and overcome barriers in support of sustainable production and access to market for healthy food systems while bringing in a diversity of voices and perspectives to understand local needs and interests.

The Landscape Approach was embraced as an innovative approach and learning theme during the 2016-2020. Seven landscapes programmes were implemented (see also section 3.1). An internal Task Force Sustainable Landscape & Climate Innovation was established, consisting of experts and practitioners from the network, with the aim to enhance learning by sharing experiences during implementation and to enable uptake of lessons learned in the wider organization for future programming. The Task Force identified and tested a suite of analytical and process tools, developed guidelines and monitoring tools for climate and landscape programs and projects. These tools include the Climate Vulnerability/Risk Assessment (CVA), the Climate-Smart Index (CSI) and other GreenHouse Gas measurement tools and calculators, and they are used to strengthen climate monitoring, and generate evidence for our climate change impacts.



Our Landscape Approach sees 5 major steps:

1. **Multi stakeholder Platform**, connecting stakeholders and creating a space for dialogue and planning;
2. Build a collective body of **landscape knowledge**, together with the variety of stakeholders and local and international research institutions. This shared knowledge base is a critical foundation for analysis, decision making, action, monitoring and communication.
3. **Develop and test**: Identified solutions need to be actionable, affordable and have to make business sense. We work with farmers, entrepreneurs, cooperatives, and downstream supply chain actors and we seek to develop business models which generate a viable income, support investment in improved practices, and contribute to protection and restoration of natural resources.
4. **Bridge the gap between policy and practice**: There are many ways in which landscape governance can fall short: policies are either not in place, are weak or conflicting, or simply unknown, and institutions often lack the capacity, incentives or means to implement and enforce policies. We raise awareness on existing policy frameworks which affect land use planning and resource management, and we identify the requirements to improve governance in practice. Solidaridad fulfils a key role through linking community level issues to district and national level planning and policy dialogues.
5. **Unlock finance** for sustainable landscapes: access to finance or capital investment is often required in order to change practices on the ground. Providing access to finance at producer level for replanting and enabling investment in renewable energy at municipal level require different means of financial support.

Section 3.1 will discuss the results of the landscape projects in the Advocacy for Change programme according to these steps in more detail.

The Landscape Approach was evaluated, and insights and lessons learned were [published](#). Our future strategy builds on lessons from the past in which the value of taking a landscape approach and the

experience gained through landscape programming is recognised and taken forward in the new strategy in three ways:

1. First, understanding sustainability challenges at landscape scale and mobilising landscape stakeholders are key interventions. This landscape level perspective will continue to be part of Solidaridad's comprehensive approach of driving change towards sustainability.
2. Secondly, the new strategy highlights the role of local urban markets in future landscape programming with increased attention for local economic development and resilient food systems. The aim is to use the rural-urban connection as a catalyst for change, where producers deliver high-quality and healthy food to conscious consumers who are willing to pay a fair price and remunerate environmental stewardship in the landscape. Local markets first and foremost have to meet growing demands in quantity and quality of food and nutrition. In addition, local markets also allow for innovation in value addition, circularity and delivery models, which offer new job opportunities in the food economy.
3. Lastly, and most importantly, the agenda laid out for 2021-2025 programming is based on three guiding principles: balance with nature, prosperity and inclusivity. These principles are key to the overarching ambition to contextualise sustainability challenges and solutions by empowering and enabling stakeholders to take action. This is an agenda of claiming rights, taking responsibility, and jointly designing accountability mechanisms so people can prosper while taking care of the environment and nature. A landscape perspective is critical to translate global sustainability challenges to local action. Landscape initiatives provide an operational scale to mobilise stakeholders, understand issues and needs, and jointly contextualise the meaning of sustainability based on indigenous values.

2.6 FACTS AND FIGURES 2016-2020

Figure 5 gives our results measured against Key Performance Indicators (KPI). These KPIs are aligned with the key indicators formulated by the MoFA in the framework of Dialogue and Dissent (the DD indicators). Annex 2 presents the same overview, with more detailed results per country.

With stakeholders mentioned in indicator DD6 'Stakeholders (convened and supported to) participate in MSPs, networks and Dialogues (numbering 1,070) we include actors ranging from public to private and research institutes, as well as civil society organizations that we actively engage in dialogue.

183 CSOs and Producer Organisations have been trained and supported to engage in these dialogues and to carry out their own advocacy strategies. As a result of the dialogues initiated with

companies and governmental authorities, as well as of the **147 multi stakeholder dialogues** that we convened or participated in, **76 proposals and recommendations were submitted** to improve or introduce new regulatory frameworks and mechanisms aiming for more sustainable sectors. This work has led to the **adoption of 53 improved mechanisms, policies and regulations** and the **implementation of 59 laws and regulations**.

Solidaridad's programme surpassed most of its quantifiable targets 2020, that were set back in 2016, despite it being quite challenging to set quantifiable targets 5 years ahead for a programme whose results depend strongly on contextual factors and other factors that lie outside the control of Solidaridad.

The number of MSPs convened or participated in (DD4) is substantially higher than envisioned at the beginning of the programme, since it turned out to be the most effective and essential instrument to achieve

COMMON INDICATORS FOR DIALOGUE AND DISSENT					
	INDICATOR DESCRIPTION BUZA	ADVOCACY FOR CHANGE INDICATOR	BASELINE 2016	END TARGET 2020	TOTAL REALISED 2020
DD1	# of laws, policies and norms, implemented for sustainable and inclusive development	# of mechanisms, policies and regulations adopted	0	41	53
DD2	# of laws, policies and norms/attitudes, blocked, adopted, improved for sustainable and inclusive development	# of mechanisms, policies and regulations improved	0	48	59
DD3	# of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage	# and kind of policy options/proposals/recommendations submitted to relevant government/multilateral agencies	0	57	76
DD4	# of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency	# of multistakeholder platforms, networks or dialogues convened or participated in	1	99	147
DD5	# of CSOs with increased L&A capacities	# CSOs with strengthened L&A capacities to effectively participate in dialogue	0	127	143
DD6	# of CSOs included in SPs programmes	# of CSOs/POs trained or supported to effectively participate in decision making and dialogue	10	175	183
		# of stakeholders convened and supported to participate in MSPs, networks or dialogues	0	935	1.070
		# of hectares under Better Management Practices (including pastures)	0	1.000.000	630.132
		# of pilots developed to test landscape solutions	0	45	47
		# companies and producers that meet national, international or sector specific sustainability standards or Good Practices	0	100	326 companies 544 producers
		# of brands and companies (private partners) supported with practical means to implement national, regional and sector level regulations/standards	0	220	437
		# of local, regional and global authorities (public partners) supported with practical means to increase capacity to monitor and enforce	0	55	71

Figure 5: AFC contribution to common Indicators for Dialogue and Dissent

our results at all levels, ranging from community level, to regional and global levels. We are particularly proud of the laws, policies and norms that have been adopted and implemented for sustainable inclusive development as a result of our policy influencing work (DD1 and 2), since this number is substantially higher than our target.

In our Landscapes programmes, we wanted to express the scope of the work in terms of hectares under better Management Practices. Our initial aim was to develop and improve the policy frameworks which affect land use planning and resource management for each of the 7 landscapes. Eventually, our strategy evolved, as discussed in section 2.5, and we did not work towards geographical landscape governance, yet, the sustainable landscape management solutions we jointly developed in a multi-stakeholder setting, are currently being implemented on over 630,000 hectares.

2.7 SUSTAINABILITY & EXIT STRATEGIES

The End Evaluation of Advocacy for Change, carried out by consultancy Aidenvironment over the course of 2020, provided valuable insights and recommendations about feasibility of influencing policies effectively and to work towards sustainability of interventions and potential exit strategies. The evaluation concluded that one main success factor for effective L&A strategies is the social capital built up by Solidaridad, which includes local ownership, trust, expertise, networks. Experienced & highly qualified staff and research capacity (whether internal or externally hired), Solidaridad's large (international) network and having genuine partnerships based upon equality are other success factors.

One of the best ways to build up social capital is to enter a new (sector/country/landscape) context with field implementation projects that work on concrete solutions for perceived problems before engaging in L&A activities. This confirms our strategic thinking of two complementary programmes: Practice for Change and Advocacy for Change. The evaluators recommend continuing field implementation projects and pilots parallel to L&A projects to generate the

evidence needed and build up the credibility for policy advocacy, and to bring together actors with conflicting relations and potential for collaboration.

In the design of the new RECLAIM Sustainability! strategy and subsequent project portfolio, we wanted to improve the synergy between projects and strategies, and increase focus in terms of countries and sectors. Therefore, a few projects from the AfC portfolio are not continued in the RECLAIM Sustainability! portfolio, but have an exit strategy in place:

- Our partnership in Nicaragua with cocoa, livestock and palm oil producers will be partially continued under Practice for Change.
- We support the food security partnership in Paraguay to secure funding to continue after mid 2021. The continuance of the dialogue platform depends also on the level of commitment of local government to allocate adequate resources, which in turn depends on the outcomes of the elections. We also support the municipality to further develop the production pilots.
- Our partnerships and support programmes with coffee farmers in Tanzania will be partially continued under the Practice for Change programme (coffee). The future of the livestock and reforestation components is promising, as local communities have been supported to continue the implementation of the pilots. The Ilaunock Loorimitii group, which was supported to establish local tree species nurseries, sold tree seedlings from their nursery and invested to profit back into the nursery and in the purchase of improved goat breeds. We continue with fundraising to scale up the project and to support stakeholders to continue the MSPs.
- In India, pollution management in the Ganga basin is continued and scaled up with support from EU Switch Asia further downstream of Ganges in West Bengal (Bentala Leather Complex) starting in 2021.
- We have phased out our role in the partnerships and support programmes with Soy and food crop farmers in Central Java. The Sustainable Village Network (JDL) has been enabled to continue the support activities on the ground.

2.8 DATA MANAGEMENT AND INTEGRITY

The AfC programme has helped the Solidaridad network to professionalize its data management systems, as evidenced by our new PMEL data model and improved management information system. These are essential pieces for monitoring, learning and reporting, and lay the foundation for a jump in the quality of sharing our data publicly, with the quality of information assured. Financial controllers have been trained to work on a shared management information system that allows for real time monitoring of financial data. This is of great value to our network. It will enhance the efficiency and accuracy of data management, improving monitoring and reporting. It will also facilitate better comparisons, analysis and forecasting throughout the network. In 2020, we improved our reporting process and structure to publish according to the IATI guidelines.

In 2020, the review of our Integrity System was completed. A committee on HR Integrity and Inclusivity within our International Supervisory Board was put in place and a Global Integrity Coordinator was selected. Our Whistleblower Protocol and Code of Conduct were reviewed and updated. The Global Integrity Coordinator sees to the functioning and maintenance of the Integrity System of our whole network. She is responsible for drawing up policies, procedures and protocols supporting both the RECs, as well as the interconnectedness of the network in management of integrity. The Integrity framework, see Figure 6 for a schematic overview, is there to prevent integrity breaches from happening and if they do, provide procedures and protocols that ensure a careful and integer investigation, followed by appropriate and well-balanced consequences, and enabling learnings for the organization as a whole, as for the individual staff members.

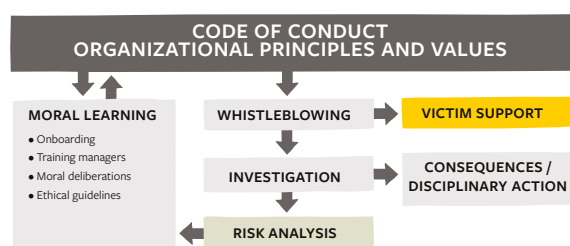


Figure 6: Schematic overview of the integrity framework.

3

RESULTS AND ACHIEVEMENTS 2020

3.1 LANDSCAPE INNOVATION PROGRAMMES

Seven landscape programmes were designed under a shared Theory of Change as part of the Advocacy for Change. It allowed Solidaridad to expand its horizon beyond the farm gate of producers, beyond supply chain partnerships and beyond a commodity focus by taking a landscape approach, and find solutions for issues related to rangeland restoration and management (**Kilimanjaro, Mazabuka**), water

resource management and cleaner production technology (**India, Kilimanjaro, Mazabuka**), land use planning (**Kilimanjaro, Java, Honduras, Nicaragua**) and livelihood diversification, gender and climate agriculture and intercropping systems, including agroforestry (**Kilimanjaro, Java, Nicaragua, Honduras, Chaco**), see also Figure 7.

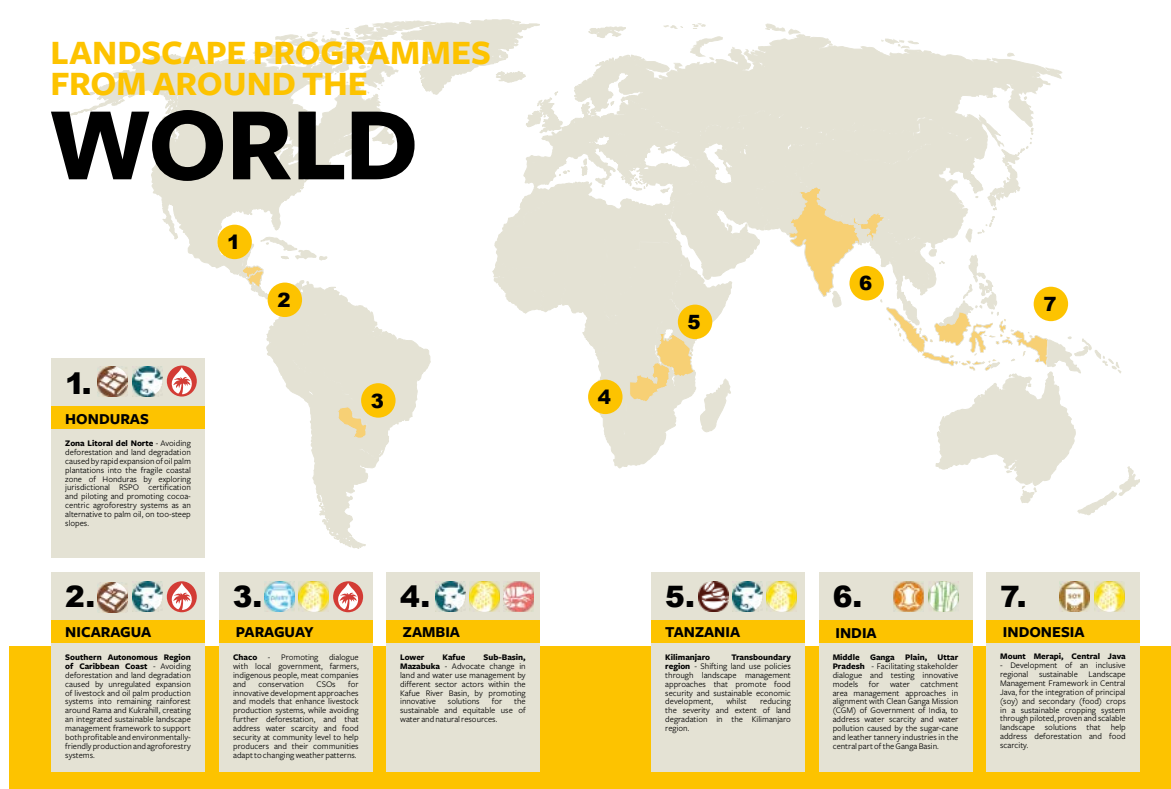


FIGURE 7: Sustainable Landscape Innovation Programmes around the world (see enlarged map: Annex 7)

PROGRESS TOWARDS POLICY CHANGE 2020		Honduras	Nicaragua	Paraguay	Tanzania	Zambia	India	Indonesia
6 Implement	implement at landscape level							
5 Adopt	Policy makers committ to adopt							
4 Submit	5. Unlock finance for sustainable landscapes: 4. Bridge the gap between policy and practice							
3 Consensus	3. Develop and test							
2 Recommendations	2. Build a collective body of landscape knowledge							
1 Agenda Setting	1. Create a space for Dialogue							

Figure 8: Progress towards policy change in our Sustainable Landscape Projects by end 2020

Progress towards shared landscape management and governance was broken-down into 5 major steps (see also section 2.4). These 5 steps can be connected to the 6-stage Ladder to Policy Change as shown in Figure 8.

Over the course of the full programme, together with 44 public and private stakeholders, we identified landscape management innovations, set up pilot schemes, commenced the documentation of evidence, and jointly formulated management frameworks to address management issues in the landscape. Over 30 public and private partners co-invested €2.395 million in these sustainable landscape solutions. 2020 was the final year of our landscape projects, and in 2020, we focussed on handing over management and leadership responsibilities to our local partners.

3.1.1 HONDURAS - PASOS

The Paisajes Sostenibles (PaSos) platform joined producer organizations, private sector actors, local communities, CSOs and public sector actors to identify solutions for complex and interconnected issues, such as biodiversity conservation, sustainable production, climate change and land use change. PaSos formed a space for dialogue, and worked towards policy recommendations for improved spatial planning and responsible expansion of palm oil based on RSPO certification. Through the pilots we showed how well-managed palm oil plantations can play a crucial role in flora and fauna conservation and

the preservation of several species. This conservation practice was scaled up to 3 palm oil companies (25% of the sector). One of the main successes of the PaSos Platform was the negotiation and signing of the first Zero Deforestation Declaration of Mesoamerica; 100% of the palm oil sector signed the declaration together with local CSOs, and national-level government actors. Together with the Honduran Minister of the Institute for Conservation of Forests and Biodiversity (ICF) we are looking into the possibilities to expand this Declaration to include coffee and livestock.

Via PaSos, we developed an agroforestry initiative to enhance women participation in sustainable cocoa production. The initiative benefitted 112 families and introduced agroforestry cocoa on 300 hectares. New partnerships with private and public partners were developed to further support the agroforestry initiative by providing seedlings, funds and training and so accelerate the restoration process, crucial after the two hurricanes occurred in 2020.

3.1.2 NICARAGUA - SOUTH CARIBBEAN COASTAL AUTONOMOUS REGION (RACCS)

In the South Caribbean Coastal Autonomous Region of Nicaragua, we have convened 49 producers, private companies, civil society organisations, and government agencies in the Paisajes Sostenibles (PaSos) platform to work towards sustainable landscape management,

so as to enhance the fragile RACCS ecosystem. The palm oil companies that participated in the PaSos platform jointly identified High Conservation Value Areas (HCVAs) and developed action plans to protect these HCVAs in a cost effective manner. Incentives were developed to support the process towards jurisdictional RSPO certification. By the end of 2020, as a result of the RSPO National Interpretation process, the regional government, as well as the companies involved have shown interest in certifying the entire RACCS under the jurisdictional certification scheme of RSPO. In addition, the national government has shown interest in reviewing and adjusting the Nicaraguan Compulsory Technical Standard of Sustainable Palm Oil (NTON).



We also worked with two companies to develop and implement a smallholder-inclusive business model. This model offers a mechanism through which smallholders receive a better price, while it reduces the chances of potential land conflicts between smallholders and companies, and supports smallholders' livelihood diversification. In addition, we co-initiated the "Livestock Zero Deforestation" platform through which, together with private sector actors and CSOs, we aim to work towards a "deforestation-free label" for dairy and beef, and promote the diversification of livestock farms with cocoa and agroforestry.

3.1.3 PARAGUAY - DRY CHACO

In the Irala Fernandez District, in the dry Chaco region of Paraguay, we have been working together with the municipality, the Ministry of Agriculture, a national research institute, the three major dairy

cooperatives, and three indigenous communities to improve production of food crops, enhance land management through silvopastoral grazing schemes, and increase the communities' climate resilience. The latter is important to deal with prolonged periods of droughts as well as severe flooding, increasingly common in this region.

The establishment of a MSP was key to this end, in order to bring actors together, define priorities and identify corresponding action plans. Through the MSP we engaged vulnerable groups, which had the opportunity to make their needs heard and we supported them to prioritize actionable plans. Through this process we have learned that building trust takes a long time and stakeholders need to be involved in every step of the way, from the planning to the execution of the solution, because this gives them a sense of belonging and creates an environment of shared development. At the start of the programme the Mennonite cooperatives and the Paraguayan cooperatives were not on speaking terms, and also the leadership of indigenous communities were reluctant to join the MSP. By investing in a preparatory stage of bilateral meetings with stakeholders, Solidaridad could understand their respective challenges and gain credibility as a trusted partner. In addition, to overcome the hesitation of stakeholders at the start, continuous efforts were made to ensure all actors remained on board. For the indigenous communities, this platform offered the opportunity to co-design and implement solutions to address their main needs, opened a communication channel with the local authorities and successfully engaged with local business. As a result of the joint work, sesame production was introduced as a viable option for income generation in these communities. School orchards were introduced to tackle food insecurity, and water reservoirs were built to collect rain water and facilitate the access during drought periods. The dairy production system in the region was also transformed by the introduction of Climate Smart Practices linked to a Technical Assistance Scheme, reaching 430 producers in 12,900 hectares. Productivity levels increased, the quality of milk improved and dairy producers have become more resilient to the extreme weather events, typical of this region.

A major result of the project was that producers have gained better access to credit from the Crédito Agrícola de Habilitación CAH (agricultural finance provider), because we supported CAH to close the information gap and helped them to introduce improved (business) data management systems that is used to de-risk loans. The CAH disbursed around €200,000 in soft loans, thanks to which producers were able to buy new livestock, hay, and invest in silage, water reservoirs, and resizing of paddocks. The work with the CAH triggered the interest of other financial institutions that were initially reluctant to invest in small producers because they were perceived to be of high risk. Solidaridad helped to close the information gap, effectively connecting producers with finance. We see clear signals of scaling up after the project's end: the State government is assisting other dairy producers and indigenous communities. 377 dairy producers in the region have started to replicate the better dairy production practices via their cooperatives, inspired by the positive outcomes from the pilot farms.

3.1.4 TANZANIA - KILIMANJARO

In the Kilimanjaro landscape, Tanzania, we aimed to restore landscape ecosystem services and improve productivity for economic activities, especially in agroforestry, bananas, coffee, land use planning, livestock, and rangelands restoration. We brought public, private, and community stakeholders together at three levels (regional/national, district, and village level) to discuss matters on sustainable landscapes ranging from policy reform, ecosystem services, civil society organisation governance, and sustainable landscape management solutions.

The three-tiered MSP model paved the way for inclusive engagement of local stakeholders in decision making through the village-level meetings, often held in the communities' local languages and hosted in a way such that everyone could contribute. The district level meetings brought together subject matter specialists (for example on agriculture, forestry, and livestock) to provide technical expertise on identifying barriers and developing practical solutions to the issues raised at the village MSPs. The district MSPs were critical in

shaping the national and regional policy dialogues that focused on issues related to the conservation of landscapes - addressing both upstream and downstream issues in a connected manner. By connecting the dialogue spaces from different angles, the diversity of perspectives have been captured and contribute to a shared understanding of the current situation of land degradation and the corrective measures needed. Some of the land use planning practices which were identified as detrimental to the landscape included overgrazing, degradation of forest (for example the buffer zone of the National Parks), and soil erosion as a result of poor farm practices and burning of forests to clear the land for cultivation. By understanding the needs of the local actors involved - from pastoralists, farmers, wildlife management personnel, and land use planning actors - priority interventions were identified. As a result, pilots were set up such as implementation of village land use planning and community based forest restoration initiatives, and implemented with key actors. The results of these experiences were shared and discussed during the MSP to enable uptake and scaling through national actors, such as the National Land Use Planning Commission.



The Sustainable Landscape and Innovation (SLI) project conducted a series of capacity building training sessions for project partners, CSOs, village leaders, and stakeholders. The established MSPs at village, district and national level, served as a forum for capacity enhancement, information sharing, and project performance monitoring. The MSPs also served as a mechanism to advocate for improved implementation of national policies, such as the Village Land Act No. 5 of 1999, Wildlife Conservation

(Wildlife Management Areas) Regulation of 2012, and Guidelines for Designation and Management of Wildlife Management Areas of 2002. Other policies include the Wildlife Conservation Act of 2009, and the Village Land Use Plans (VLUPs) for selected villages. The project partnered with Enriching Skills Action Research Tanzania (ESAT) to support local CSOs and producer organisations to develop gender policies and enhance inclusivity at all levels, for instance by ensuring that participation in training and meetings is open and inclusive. Furthermore, women groups have been formed to spearhead socio-economic activities within villages. Women were supported to apply for elective positions within the CSOs and farmer groups - some of them succeeded and were elected to be local leaders (e.g. Vice Chairperson of the LEO Livestock Cooperative Society).

We participated in various regional and international dialogue forums between 2016-2020 ([Global Landscapes Dialogue](#) and [African Landscapes Dialogue, African Landscapes Dialogue](#)). We also managed to strengthen relationships with high-level government authorities. Solidaridad supported the implementation of the Land Use Planning Act, No. 6 of 2007, and the SLI project team was invited to participate in a parliamentary session to review plans and budgets with the Ministry of Lands, Housing, and Settlement Development. Several sustainable landscape and diversification solutions were piloted to enable local communities within Mount Kilimanjaro to acquire practical skills and knowledge on activities to improve and diversify livelihoods, and restore ecosystem services.

3.1.5 ZAMBIA - KALEYA WATERSHED MAZABUKA

We have convened a diverse group of stakeholders including CSOs, government representatives, farmer association members, traditional leadership and the private sector in a platform, with the aim to identify and formulate recommendations for formal regulations and frameworks for sustainable landscape management. The project developed a series of activities in different productive sectors in partnership with producers associations, governmental institutions and local NGOs. With

support, fishermen's associations strengthened their organizations, and they included women in leadership positions and youth in patrolling activities. Their participation has led to a broader look at actions needed to find complementary income. In partnership with the Water Resource Management Authority (WARMA), Solidaridad conducted a catchment assessment to understand water extraction and distribution in the Kaleya catchment. The MSP served to discuss water pollution, sand mining and river restoration and gave rise to fruitful interventions to reduce overfishing, overgrazing, overuse of water and extractive activities. Women were supported to take the lead in village banking. Pilots worked well, fish ponds and organic horticulture and fruit production showed their potential, but water shortages and market demand for consistent quality and volumes are still hurdles to overcome. Unfortunately, the Water Authority closed its local office in 2020. The high staff turnover at several governmental institutions and Covid-19 adversely affected the well-functioning of the MSP. Overall the MSP is well received but remains financially dependent on external aid. For 2021, support from WWF Zambia will facilitate the continuation of the MSP while support from UNDP will allow for the continuation of activities of the beehives, goat-rearing and better stoves-project.

3.1.6 INDIA - GANGA BASIN

For the past five years, we have been introducing change in two crucial sectors of the Ganga basin: Sugarcane and Leather. Whereas Sugarcane being a deep-rooted thirsty crop affects the quantity of the water supply, the leather sector influences the water quality due to effluent run-off. The 5-year long project has demonstrated some excellent eco-friendly technologies and practices to reduce the water consumption and effluent discharge by sugarcane farms and leather tanneries. The project has developed two MSPs, which brought together all the relevant stakeholders to work jointly towards sustainable development of the Ganga basin. It has brought mills, farmers, cooperative societies, government officials, panchayats and academic institutions to efficiently engage in highlighting key issues and solution-oriented conversations. It has provided a platform for industry associations to



present their case and opinions to the government. The two MSPs have proven to be instrumental in developing advocacy and dialogue skills for all major stakeholders of the programme. The project has increased sector cooperation. Practical solutions have been tested and introduced like water meters, desalting machines and using enzymes instead of sodium sulphide in the tanneries. We have worked with 123,000 farmers to introduce improved agricultural practices like reduced crop burning, installation of drip irrigation and digital information tools (I3SF).

Combining inclusive multi stakeholder platforms with the joint search for practical solutions has brought ample recognition by national and international entities. For example, the Dutch Minister of Water and Infrastructure considered this project as one of the most tangible outcomes of Indo-Dutch Collaborations and [received acknowledgement from His Majesty King and Her Majesty Queen](#) of the Netherlands during the Tech-Summit 2019. The project is continued on pollution management and the programme got covered through EU Switch Asia funding to scale up further downstream of Ganges in West Bengal (Bentala Leather Complex) starting in 2021.

3.1.7 INDONESIA - MOUNT MERAPI CENTRAL JAVA

This Sustainable Landscape Management programme targeted the development of new approaches and practices towards protecting the unique native vegetation, balancing the forests, livelihood and food security, and embed those in the plans and policies of landscape stakeholders. In order to do so, the Central Java Landscape MSP was established with active engagement of key stakeholders and government at the provincial and national level. The project helped to improve communication and relations with the government at the local (district) level and community level. At this local level the collaboration with the Lestari Village Network has resulted in the identification of 10 areas for rural enterprise development (e.g. soybean, tourism, agroforestry) and the design of a farmers/ villages distribution network for sustainable products (similar to a farm-to-fork network). Partnership with local organization [Tanilink](#) to share information and build awareness in and around villages about sustainable agroforestry proved important. We organized the Festival Desa Lestari (Sustainable Villages Festival) in December 2019 and 2020. Altogether 35 videos have been produced and were watched over 300,000 times. The use of digital channels proved essential during the Covid-19 pandemic.

3.2 GLOBAL ENABLING POLICY ENVIRONMENT PROJECTS

Through our Enabling Policy Environment (EPE) programme, we aimed to improve the quality and coherence of existing sector policies. We did so in a multi-stakeholder setting, encouraging an informed debate, and by improving meaningful civil society participation in these processes to include “hard to address, hard to reach” themes and stakeholders.

We participated at board level in **global** sustainability initiatives and related working groups to work towards more inclusive concrete global transformation agendas and contribute to the development of inclusive tools and mechanisms. We represented the Solidaridad Network at global events to raise awareness, engage in debate and identify new partnerships. Key achievements include:

Cocoa: Over the period 2016-2020, Solidaridad had a sustained participation in international multi stakeholder events, such as the World Cocoa Foundation (WCF) and Chocoa. In these events, we shared our farmer first approach and promoted transforming the cocoa sector through a successful entrepreneurial and a healthy ecosystem. As part of the Board of the International Cocoa Initiative (ICI), we advocated strongly for the eradication of child labor in the sector and made significant contributions to specific child labor indicators and a framework for tracking child labour in cocoa farms. In collaboration with WCF and ICCO we developed the network WINCC into a stand-alone organization, dedicated to serving the interests of women farmers (see section 2.5).

Coffee: Over the course of AfC, Solidaridad was in the advisory boards of the Global Coffee Platform (GCP) and the Sustainable Coffee Challenge (SCC), setting a global sustainability agenda that was ambitious enough and that avoided duplication amongst the initiatives. Four strategic themes dominate the agenda: improved livelihoods (that include the themes labour, gender and living income), nature conservation (climate change and forest protection), sustained supply (value distribution) and strengthening market demand (transparency). Solidaridad has helped the SCC to create the 'value distribution and transparency action network' that will become active in 2021.

These MSIs have emerged as promising efforts to address complex sustainability challenges. Nevertheless, they have not been able to move from consensus to action yet, and MSIs are currently struggling to align differences in interests and power between members. Even though the members may share a general understanding of the key challenges and constraints, it is much harder to agree on the actions needed to overcome them, along with the respective roles and investments needed. As a solution to this, different working groups have been created for specific themes, such as the international price crises, but there is an inherent risk to end up with a fragmented discussion with little action. Together with Hivos, Conservation International, and Oxfam Belgium we produced the [Coffee Barometer](#) in 2018 and 2020, to draw attention to the fact that the coffee

industry is dragging far behind its sustainability commitments.

Cotton: Throughout the AfC programme, Solidaridad participated in the Better Cotton Initiative (BCI), and was board member from January 2016 to June 2016 and from June 2018 to December 2020. In 5 years, BCI became the largest cotton sustainability programme in the world -in terms of membership and geographical reach, as well as number of farmers and volume of cotton-. BCI has succeeded in engaging smallholder production, where other standards are still struggling. This is due to establishing capacity building as an integral component of the system from the start, and setting up a farmer support programme with sustainable, market-linked funding mechanisms. Solidaridad has played a critical role in designing, proving the concept, and rolling it out. The involvement of Solidaridad on the BCI Council nomination committee and the Standard Revision Committee, has been instrumental to drive BCI towards more inclusivity (smallholder producers, Civil Society, and women). We also contributed to the improved [gender strategy](#). In 2019-2020, with reports of institutionalized forced labour in Xinjiang in China, it became clear that BCI needed to improve its entire system to address forced labour. Solidaridad supported the set up of a [Forced Labour Task Force](#) and participated actively in it. Its comprehensive set of recommendations will be integrated across the BCI standard over the next months. After 2020, Solidaridad remains an active board member of the BCI at least until 2022 -when our current mandate ends-.

Textiles: We have been active in the SAC (Sustainable Apparel Coalition) Policy Task Team that aims to influence European and global policies. Priority themes were the EU textile strategy, circularity, transparency and harmonization of initiatives within Europe. In the SAC Brand Task Team, we contributed with expertise on assessment tools and purchasing practices. The Social & Labor Convergence Program (SLCP) became a well-established multi-stakeholder initiative. With the support of Solidaridad, SLCP has managed to transition from a project to a well established multi stakeholder initiative with now

232 signatories, with Solidaridad as a constant knowledgeable CSO member. SLCP has brought together diverse stakeholders to create and implement a common tool to reduce the time and money spent on social auditing and redirect savings to improving working conditions. At the moment, the majority of improvement programmes are too expensive and not scalable. We joined forces with other organizations in the Apparel Impact Institute (AII), and worked towards scale up and avoiding overlap. We bring in our knowledge and expertise on improvement programmes and have developed an overview of the softener programmes and how they can align. We are also a signatory of the Dutch agreement for sustainable garment and textiles (AGT), active in the steering committee and active in the working group outreach, internationalization and financing and in the working group on due diligence. We focused on harmonization on the EU level of this agreement and alignment with the SAC, the German Textil Bündnis and the OECD. This has not resulted in concrete results but is now taken into account in the AGT 2.0 process. The UN established a UN Fashion Climate Charter UNFCCC, in which stakeholders commit to reducing their environmental impact, set goals to reduce GHG emissions and set a decarbonization strategy. We are part of the policy Engagement group, where we tried collectively to influence global policymakers, governments, brands and other stakeholders. Concrete plans were made for countries like Bangladesh, Cambodia and China.

Fruit & Vegetables (F&V): We led the Farm of the Future Initiative and co-developed and submitted the new concept for a totally new, sustainable production model to the World Banana Forum (WBF). We co-established the [Global Alliance against Fusarium TR4](#), a coalition with partners such as Bayer and IICA, and many public, private and civil society organizations with the aim to find solutions to the Fusarium TR4 pandemic, an incurable fungus that spreads through soil and devastates banana plantations, for which there is currently no cure. Solidaridad is in the Steering Committee. In addition, we contributed to the development and implementation of a WBF library for good practices in which information about sustainable banana production is shared with a wider

audience. The Bohesi project has led to new legislation in Ecuador and the adoption of a manual to regulate decent work, occupational health and safety in the banana sector on a national level. In the coming years, we will continue to participate in the WBF and the European Fruit Juice Association, while we will also shift focus from international value chains to local food systems in F&V. Partners are local extension agencies, local universities and farmer groups. WUR is involved as a knowledge partner in these projects.

Gold: Since the existing Fairtrade and Fairmined certification schemes struggled to increase uptake, two new and innovative systems based on continuous improvement were co-developed: the CRAFT Code and the Fairtrade step-up system. Both are adopted by the gold industry to include increased volumes of ASM gold in international supply chains. Solidaridad was involved in the development of both, and played an active role in the Advisory Committee and the Technical Committee for CRAFT and we piloted the tool in Solidaridad's project mines in Ghana. Our contribution to the industry coalition Responsible Jewelry Council (RJC) came to an end in 2020, due to insufficient capacity. One of our priorities before we left was to broaden the governance and inclusiveness of RJC and for RJC to continue having CSOs take a seat in dedicated commissions.

Palm Oil: Over the course of the AfC programme, Solidaridad participated in the RSPO Standing Committees and Working Groups, driving two important agendas: make RSPO more smallholder inclusive and ensure there is a balance between cost and benefit for smallholders; and make RSPO standard & enforcement more robust. Solidaridad



has advocated for and worked on implementation of a more inclusive smallholder standard and on improved enforcement, by improving procedures, but also by being a member of the RSPO Complaints Panel. Solidaridad has been one of the driving forces behind the new Independent Smallholder Standard and has been continuously fighting to make it accessible for smallholders, while maintaining the rigour of the standard. The adoption of the new smallholder standard has improved RSPO in terms of smallholder inclusivity. It created a stepwise entry mechanism, ensuring that smallholders have easier access to the benefits of certification like selling credits and the requirements are better tailored to smallholder realities and the certification investments are reduced. Issues in the palm oil value chain are quite systemic. Addressing them requires continued pressure and effort. We have come a long way, but more needs to be done. European market players increasingly ask for 100% certified segregated sustainable palm oil. For independent smallholders, whose land titles often are not formalized, certification is very difficult, leading to exclusion from the market. The adoption of the new Independent Smallholder Standard does not take these problems away, but reduces the complexity of the standard. It makes it easier to access the benefits of certification. Some groups of smallholders managed to get certified, and [benefit from the ability to sell their credits](#). Continued NGO support is needed to support smallholder certification and create economies of scale. It is important that in the future these barriers are further reduced and the position of smallholders further strengthened in RSPO.

Soy: During the period 2016-2020 Solidaridad supported the Roundtable for Responsible Soy (RTRS). RTRS has added a tremendous amount of value to the discussions and dialogues related to soy, making sustainability issues visible, facilitating dialogues and connecting stakeholders across the value chain and beyond. However, RTRS decided to focus its work on the standard, thereby remaining a niche solution, with limited transformational capacity: only 1,4% of the global soy is certified. Multiple dialogue spaces, mostly focusing on deforestation as the prioritized sustainability issue related to this supply chain emerged. The intrinsic risk of the

multiple spaces is to have a very scattered dialogue and makes adequate representation of all the actors involved more challenging. Solidaridad has therefore joined other initiatives with more transformative potential, assuring a good representation of all kinds of producers and other issues especially relevant for small holders and workers such as land grabbing and land tenure, workers rights and gender issues. We supported the Collaborative Soy Initiative (CSI), an informal platform initiated by actors that participate in the RTRS that seek to move beyond certification and advocate towards the governmental level. This initiative is just in its primary steps, but its approach has the potential to reach a broader impact if it is effective in influencing policies at high governmental levels. In Europe, Solidaridad has been participating in the European Soy Coalition and the Amsterdam Declaration. And at a more national and local level, Solidaridad continues its active participation in the Sustainable Soy Trade Platform (SSTP) in China and the National Soy Trade Platform in India, the most relevant countries in terms of market, and continues strengthening local initiatives in producing countries (Argentina, Brazil, Paraguay, Bolivia).

Sugarcane: The sugarcane value chain continues to face sustainability related challenges that Solidaridad and other industry stakeholders are trying to overcome. Bonsucro is a step in that direction. Efforts have been made to transform Bonsucro into a mainstream global organization by actively participating in the Board and facilitating standards, pilot projects and capacity building of mills, along with helping the farmers to get certifications for sugar and ethanol production. As part of the Bonsucro Member Council, we aimed to create a narrative beyond certification that allows for regional differences and the inclusion of small and marginal farmers. Over the course of the programme, we have participated in various global conferences and international working groups to share our knowledge and experiences from the field and discuss policy initiatives for the sector. In 2020, Solidaridad provided input on the Bonsucro standard, through insights from the experience in the field, to improve its scope, leverage and implementation mechanisms.

Livestock and Leather: Since its beginning in 2010, Solidaridad has contributed to the Global Roundtable for Sustainable Beef (GRSB) as a member of the Executive Board, and in regional round table initiatives, including in Brazil, Paraguay, Colombia, Nicaragua and Southern Africa. GRSB has played and still plays an important role in bringing together stakeholders in the livestock sector to promote sustainable beef production and reduce deforestation. Solidaridad advocated successfully for broadening the GRSB agenda towards less developed countries, where livestock and beef production is important for smallholder livelihoods. This has been successful: expansion towards new regions, first of all in Latin America and Africa, is an important element of the 2020 - 2024 GRSB agenda and GRSB is actively seeking to promote national round tables in new countries in the South.

Solidaridad was also actively contributing to the transition of the leather sector. To this end, we participated in the Responsible Leather Roundtable (RLRT) and the Leather Working Group, advocating for tools and support systems to support tanneries to improve performance. Together with RLRT, we formulated propositions that support smallholders to work on climate smart agriculture, and we actively supported the development of the [Leather Impact Accelerator](#). This tool helps companies in the leather sector to invest in sustainable livestock production without deforestation and with higher levels of animal welfare. We also actively supported digitization of the [Tannery of the Future](#) self assessment tool and translation into new languages, including Hindi, Bengali and Swahili.

With InRetail and MVO Nederland we started an initiative to bring together leather sourcing companies in the Netherlands to work in their supply chain on due diligence and improvement. In the absence of certification schemes covering sustainability throughout the leather supply chain, we supported the development of a Sustainable Sourcing Guide that aims to help leather companies to source sustainable and support sustainability. By the end of 2020, the Guide is still under development.

Livestock and leather will not be a priority sector for our Global Enabling Policy Environment agenda after 2020. Support to local livestock and leather initiatives will be included in the scope of local livelihood development and food security programming.

Dairy: In the past 5 years, we have worked closely with governments in Bangladesh, India, Ethiopia and Tanzania, developing strategies for small farmers business development. We provided input in the 'Dairy Nourishes Africa' initiative in 2020, led by Global Dairy Platform. We supported the government in Bangladesh to develop their dairy development strategy, in collaboration with the Dutch Embassy. We provided input into the new Dairy Strategy for Ethiopia of the World Bank. And we developed a pre-competitive consortium of Indian and International partners including Baramati Agro, Trouw Nutrition and Govind Mil, to develop a Trust Dairy initiative and a Trust Dairy Code as a common methodology to increase trust within the value chain (processors, farmers, service providers, buyers, consumers and policy makers). In 2020, started piloting new technical solutions for fodder production, commercial fodder production and silvopastoral farming, to set the example for other consortia and to promote pre-competitive collaboration with (other) global and local companies.

As the dairy sector in developing countries is for >95% related to the local food markets, in coming years we will reduce the focus on global dairy value chains, and focus more on local food systems and support local dairy companies to develop and professionalize supply chains.

3.3 CONTINENTAL ENABLING POLICY ENVIRONMENT PROJECTS

In our Continental Enabling Policy Environment Programmes we aimed to develop regional policies and standards beyond legal requirements, and synchronizing national initiatives to establish a region-wide level playing field in the sectors of coffee, sugarcane and soy in Latin America, fresh fruit and vegetables and livestock in Southern Africa, palm oil, tea and textiles in South East Asia. In Figure 9 we

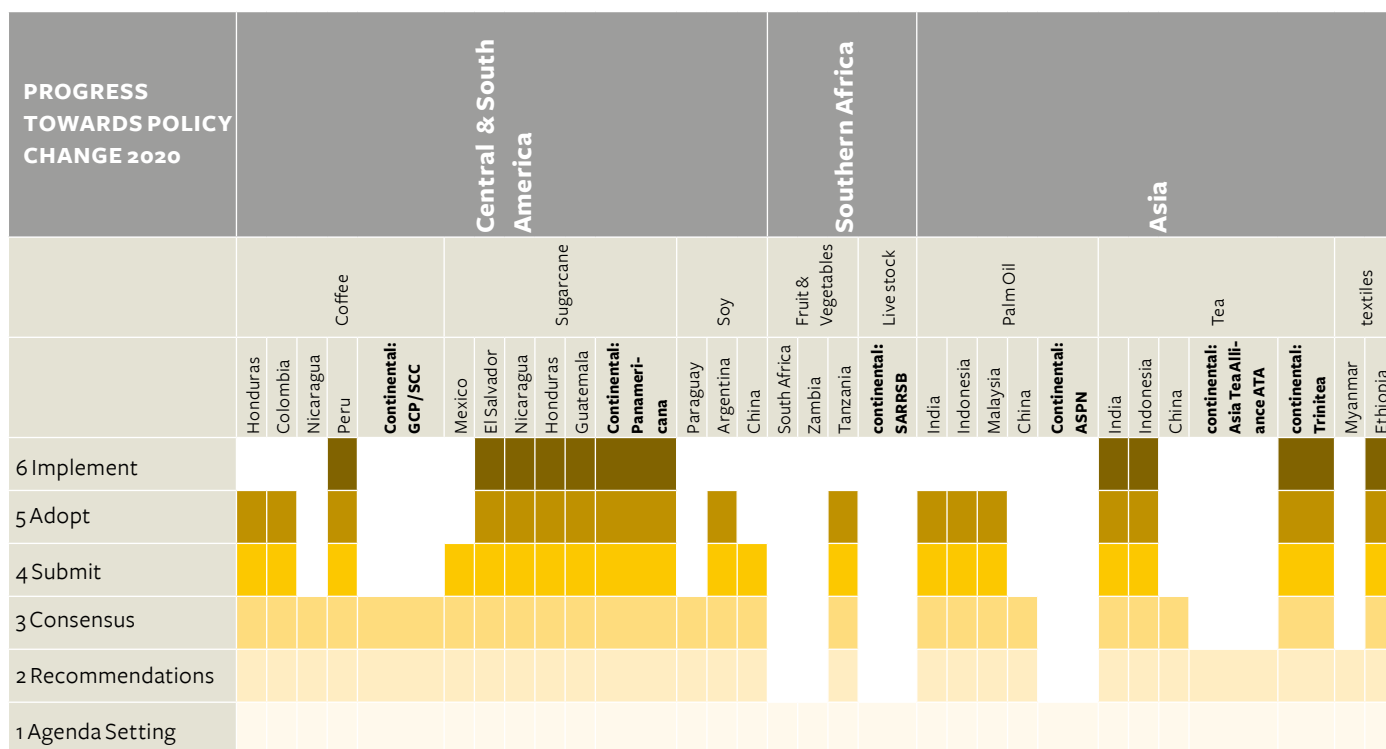


Figure 9: Realized policy change in our Continental Enabling Policy Projects, 2020

show the extent to which we achieved our Lobby and Advocacy goals.

3.3.1 COFFEE IN LATIN AMERICA

In the Americas, we developed new policies to address gender inequality in coffee production and trade and to support coffee smallholders to cope with climate change. We did so through dialogue platforms in 4 countries: Honduras, Nicaragua, Colombia and Peru, engaging private as well as public and Civil society actors. A national gender policy for the coffee sector was approved by the National Coffee Board of Honduras (CONAFCAFE) and endorsed by the President of Honduras. Similarly, a roadmap to deliver a national gender strategy for the country was developed in Colombia. Through Colombia's 'Leadership for Life' initiative we strengthened the leadership and advocacy skills of 200 female coffee farmers and 50 cooperatives and associations' representatives. In 2020, this 'Leadership for Life' initiative was scaled up to Nicaragua and Honduras. In Nicaragua, in collaboration with local communities and the private sector, we have developed and submitted a proposal to improve working conditions and encourage Climate Smart Agricultural Practices

and measures to mitigate climate change. In Peru, together with the National Chamber of Coffee and Cocoa and the Ministry of Agriculture, we worked on the development of the National Coffee Action Plan 2030, a [policy document](#) (already adopted by the national government) that aims to guide the sector towards climate smart coffee production.

3.3.2 SUGARCANE IN CENTRAL AMERICA

To accelerate the adoption of Occupational Health and Safety (OHS) practices and clean energy use in the sugarcane sector in Central America, we actively shared technical knowledge on innovative sustainable sugarcane production methods through events, [exchanges](#), [conferences](#) and our [virtual platform](#) Panamericaña. We were able to systematize experiences and carry out advocacy trajectories towards the sugarcane mills, involving the producer organizations. The Panamericaña platform contributed highly to the uptake of better practices: 24 mills have adopted the OHS protocol and Clean Energy Use recommendations, benefitting the working conditions and the occupational and health safety for over 33,500 sugarcane cutters and workers in the region.

3.3.3 SOY IN SOUTHERN AMERICA

With the objective to reduce deforestation in high value conservation ecosystems, such as the Amazon and the Great American Chaco, we have focused on the major soy demand and supply markets (China, Paraguay, Argentina, Brazil and Bolivia), which together account for 60% of the global soy trade. For this purpose we have established multi stakeholder dialogues in Bolivia (see section 3.4.1), Argentina and China, and initiated an advocacy trajectory with the Environmental Commission of the National Chamber of Deputies in Paraguay. The MSPs in the producing countries were focused on improving the legal enforcement and public monitoring and control systems of the soy sector. In China, we engaged the main soy trading importers and associations to work towards responsible soy procurement policies. As a result of this work, the [Chinese Soy Sourcing Guidelines](#) were produced to set minimum sustainability requirements for soy imports. Among these requirements, a non deforestation requirement was included, which should have a positive impact on the main South American suppliers (Brazil and Argentina). In Argentina, to tackle the lack of capacity of governmental authorities to implement, monitor and control the National Forest Law, the MSP formulated recommendations to the Salta Province's authorities to improve their procedures and monitoring systems; both recommendations are currently being implemented by the local government. In Paraguay, together with the National Union of Producers' Cooperatives (UNICOOP) and the Biotechnology Institute (INBIO), we have been advocating for a comprehensive fire management law and a law that prohibits the export and trafficking of wood rolls, pieces and beams of species from natural,



regenerated native forests, protected areas and legal reserves. We have also developed the first land use change analysis (1990-2020) in the Ybyturuzu Reserve Area, which is key to support the Municipalities to develop their local land use plans, and later on monitor compliance. The MSPs and dialogues initiated in Argentina, Bolivia and Paraguay will continue after 2020 with the support of the Land Innovation Fund.



3.3.4 FRUIT & VEGETABLES IN EAST AND SOUTH AFRICA

The national MSPs in Tanzania, South Africa and Zambia that worked towards improved policies for the Fruit & Vegetables sectors, intentionally targeted all the relevant stakeholders to ensure inclusivity and had each its own dynamics. The countries where fruits and vegetables are a national priority had a better level of engagement. The MSP approach has been instrumental in influencing standard development for safe Fruit and Vegetables production and trade. Where standards already existed, as is in South Africa, it improved complex standards and assurance compliances by adding entry-level compliance packages that will make it easier for smallholders to build linkages into supply chains as their capacities improve. In Tanzania, there is a draft standard that still needs to take its passage through Parliament. The additions to the GlobalGAP packages (localgap revisions and the Primary Farm Assurance programme) were direct spin-offs with both GlobalGAP and retailers involved. In Zambia, the awareness created when various stakeholders were brought together has contributed to the development of a Food Safety Act. This policy vehicle still needs work, but it opens up the space to advocate for a national standard. A National Technical Steering

Group under the auspices of the Zambia Bureau of Standards (ZABS) has been established to take the process forward towards a national standard. Continuity of the programme is made possible by connecting the work in Zambia and Mozambique with the Local Food programme funded by the RECLAIM Sustainability! funding line. In the case of East and Central Africa, to ensure continuation of sector transformation in the existing fruit and vegetables programmes in Tanzania, Uganda and Kenya, the MSPs could be maintained, strengthened, and the lessons could be incorporated and addressed.

3.3.5 LIVESTOCK IN SOUTHERN AFRICA

In the Southern Africa region, Solidaridad focused on agenda setting and providing examples as inputs for the dialogue on the development of the livestock sector. It led to the establishment of the Southern Africa Regional Roundtable for Sustainable Beef ([SARRSB](#)) which constitutes private companies, farmers' organizations and governmental institutions of seven countries (Eswatini, Namibia, Malawi, Mozambique, South Africa, Zambia, Zimbabwe). The SARRSB was registered in Zimbabwe and has been accepted as the regional chapter of the GRSB. We participated in and contributed to the Global Roundtable meetings, and shared practical experiences from the Mazambuka landscapes Project (see section 3.1) and from our PfC project in Zambia, to shape the agenda of the SARRSB. A discussion on the set-up of national chapters has been started. The SARRSB will continue as an independent organization as of 2021. Our efforts towards transformation of the Southern African livestock sector transformation can be integrated in our Local African Food programme, as part of RECLAIM Sustainability!.

3.3.6 PALM OIL IN ASIA

One of the most significant achievements of the project has been the development and launch of the Indian Palm Oil Sustainability (IPOS) framework. IPOS provides India's own sustainability benchmark to the Indian palm oil industry for sustainable production and procurement. IPOS has been developed with the engagement of key Indian, Malaysian and Indonesian stakeholders. Through working committees and

negotiations, this has resulted in "national standards equivalence agreements" between IPOS and the Malaysian Sustainable Palm Oil (MSPO) and between IPOS and the Indonesian Sustainable Palm Oil (Indonesian Sustainable Palm Oil (ISPO)), signed in 2019.

In China, we engaged with the China National Vegetable Oil Association (CNVOA) and leading companies such as COFCO. We facilitated the China Sustainable Palm Oil Working Group to mobilize Chinese stakeholders to support sustainable palm oil production and trade in Asia. Further, we support the CNVOA to develop a China National platform for better sector governance and the development of CPOS (China Sustainable Palm Oil Framework). Our work with key national stakeholders has been instrumental in promoting national sustainability initiatives and greater Asian alignment.

This resulted in the establishment of the [Asian Sustainable Palm Oil Network \(ASPEN\)](#) with representation of leading stakeholders of the palm oil sector from Malaysia, Indonesia, India and China. ASPEN fosters regional cooperation and facilitates coordination, cooperation and alignment of the national sustainability standards on palm oil production and trade in Asia. This provides an important alternative for international standards, which are often very much Western lead firm dominated initiatives.

Due to the political tensions between India and Malaysia, especially in the palm oil trade, some of the planned follow-up of the IPOS-MSPO equivalence agreement could not be implemented. However, with the change in government in Malaysia, the situation has improved in 2020. The Covid-19 crisis has significantly reduced our ability to convene dialogue and organize Network conferences. Most meetings were held online.

3.3.7 TEA IN ASIA

In South-East Asia we worked towards coordination and harmonization of the various national tea policies. Building on the social capital acquired in previous years proved critical for a successful policy influencing programme. At the national level, we worked with four apex industry associations in Indonesia, India and China, and with NGOs and smallholders' organizations



in India and Indonesia. This resulted in Indonesia, in a roadmap for the tea sector development and in India, in a policy allowing the inclusion of palm oil plantations alongside tea plantations. [The Trinitea project in India](#) developed a certification standard that meets the needs of small-scale tea growers. The development of smart self-assessment systems for smallholder tea growers is hereby aimed to assist them in making informed production and marketing decisions, geared at improving their overall bargaining position and operational efficiency. Most importantly, the integration of smallholders' organizations in the national platforms improved lobbying and advocacy effectiveness for producers united under one umbrella, mutual support framework for large estates and smallholders, reduced middle-men and improved quality, better brand building. The alignment of the actors at the national level and the inclusion of smallholders in their organizational structures were key for a successful policy development work by Solidaridad at the regional level, and laid the groundwork for the launch of the [Asian Tea Alliance \(ATA\)](#) in 2019. ATA facilitated the mutual recognition of national sustainability tea standards of China, India and Indonesia. It promoted the collaboration in technology exchange and new trade deals between tea exporters and importers. ATA also facilitated the initial design of a joint market information sharing mechanism and promotion of a more differentiated and high-value tea market, based upon origin and quality. It was soon joined by Sri Lanka and Japan. The

regional tea programme will be part of our RECLAIM Sustainability! programme in the coming 5 years.

3.3.8 TEXTILES IN ETHIOPIA AND MYANMAR

In Ethiopia, we supported the Confederation of Trade Unions of Ethiopia (CETU) to develop and submit an evidence based policy paper to the Ministry of Labour and Social Affairs and the Standing Committee on Women, Youth & Social Affairs. This paper has been critical in the final decisions on formulation of key policy achievements in Ethiopia, relating to maternity leave and probation period under the Labour Law. Maternity leave was extended up to 120 days, helping to allow female workers to return to their jobs. Lobbying and negotiations led in the end to something of a compromise between employers and labour organizations: for new employees the probation period was limited to a maximum of 60 days.

In Myanmar, Solidaridad was proud to be part of the clear organizational development of CTUM during the project period. From a nascent organization with a skeleton staff, scant resources and fundamental capacity gaps, they have grown and professionalized over the period in a remarkable manner. This has not only been evidenced by such developments as their capacity to lobby the State Counselor to order formation of a tripartite National Complaints Mechanism in January 2020, but has also been evident in their response to the political crisis following the closure of the project. CTUM have been among the leaders of the opposition, with their communications and leadership displaying a strategic outlook and international character that has clearly been developed through their relationship with Solidaridad and other international partners. The decision to focus on building the particular capacity of Ms. Khaing Zhar as a future leader of the organization appears to be reflected in her prominent leading role, in an internationally-oriented campaign to exert pressure on the authorities to respect labour norms and end the oppression of union members.

Overall, our textile programme was severely hampered by socio-political events outside of our span of control. The popular uprising and violent



FIGURE 10: Enabling Policy Environment programmes in 2020

response of the Military Junta led to the cessation of all our activities in Myanmar. In Bangladesh, a terrorist attack created a climate that made it early on too unsafe to continue with the programme. In Ethiopia, the political turmoil and armed conflict in Tigray led to halting the programme in 2020. For both Bangladesh and Ethiopia, planning exercises are underway and continuation is foreseen under our RECLAIM Sustainability! programme. It is not likely our office in Myanmar will reopen in the short term.

3.4 COUNTRY ENABLING POLICY ENVIRONMENT PROJECTS

In selected Low and Middle Income Countries, Solidaridad and civil society partners influenced national standards, incentive schemes and law enforcement for specific commodity sectors.

3.4.1 BOLIVIA

Together with our partner and local organization Cumbre de Sajama, we are very proud to have been able to create new dynamics of discussion, participation and governance in the artisanal **small mining (ASM) sector**. In a context of years of political and social instability for the country, through dialogue platforms such as the Gold Symposium (with 3 editions organized by the mining cooperatives), the [Interinstitutional Working Group for Responsible Mining](#) and the National Network of Women in Mining ([Red Nacional de Mujeres y Minería](#)), we provided a safe and stable space where

mining cooperatives and women miners could be heard, arguments were enriched with technical knowledge, and miners' needs could be made more visible towards the governmental authorities. The mining cooperatives and the Red Nacional de Mujeres y Minería developed 5 public policy recommendations on occupational health and safety, gender inclusivity and environmental regulations (reduction of mercury use), that were submitted to the Ministry of Mining and Metallurgy. The Red Nacional de Mujeres y Minería grew into a network with 1,875 members, the only of its kind in Latin America, where women miners learn and exchange knowledge, experiences and ideas for improvement of their rights, while providing the first space where women miners of different expertises (in-mine, alluvial, collectors, etc.) can interact. They have developed their own political agenda on issues around health, education, gender violence, environment, and they formulated the need for a mining census to determine the number of



women miners and their geographical distribution. We supported women miners, who struggle with low digital literacy and poor connectivity, to use digital tools, to assure their continued participation in virtual gatherings during the Covid-19 crisis and related travel and meeting restrictions. At the conclusion of the project, the Red Nacional de Mujeres y Minería and the Interinstitutional Working Group for Responsible Gold continue actively participating in the most dynamic and influential spaces of the ASM sector in Bolivia. Likewise, Cumbre del Sajama is strongly involved in the preliminary activities for the implementation of an important global project supported by the GEF (Global Environment Facility), led by UNEP (United Nations Environment Programme) and implemented by UNIDO (United Nations Industrial Development Organization), UNDP (United Nations Development Programme) and Conservation International (CI).

In addition, we have supported ANAPO, FEGASACRUZ (**soy** and **livestock** producer organizations), and CSOs FAN and AVINA to advocate for the improvement and enforcement of environmental regulations, and to work together with the government to review, adapt, implement and enforce the environmental legal framework. These CSOs were convened into a MSP, and worked collaboratively with the Authority for the Supervision of Forest and Land (ABT) to improve its processes and strengthen their enforcement capacities. As a result, the ABT improved and automated the approval process of land use rights, making it more accessible, transparent and efficient (reducing the permit approval process from 20 days to 15 minutes). ABT made staff capacity available to do more field monitoring and control. They have also adopted geospatial monitoring systems to get daily updates on changes in the land use, and an early warning system for fires, that facilitates the detection of fire sources in real time. Trading company Cargill received advice to improve its legal compliance checklist as a result of the discussions held in the multi stakeholder platform. This would work as an incentive (from the market side) for farmers' compliance with the environmental regulations. The political instability in the country influenced the high rotation of staff and the absence of the National Institute for Agrarian Reform (INRA) in the dialogue platform.

In 2020 we supported INRA to identify the priority improvements in relation to producers' land titling and land planning that will be further worked out over the course of 2021.

3.4.2 GHANA

In Ghana, we promoted responsible and sustainable practices in **small scale mines**. We supported the formation of the Responsible Mining Network (ReMNET), constituted by mining organizations and CSOs, the advocacy agenda for responsible mining and gender inclusivity has been firmly anchored in the sector. Solidaridad has been working closely with these organizations to enable them to influence the regulatory frameworks, and has trained them in developing and implementing their own advocacy strategies. As a result, the Ghana National Association of Small Scale Miners (GNASSM) was able to effectively engage with the government in relation to the lift of the ban, and spread their message through the mass media, sensitizing the general public on the effect of the ban on the artisanal miners' life. Together with Women in Mining, we have advocated for new policies that ensure gender inclusivity in the sector. Through various MSP dialogues, women miners were enabled to share experiences in relation to working conditions, health risks, sexual and gender-based violence and low income. With ReMNET we have made significant contributions to the MMIP, a governmental initiative to curb illegal mining. The new policy framework that resulted from this initiative aims to improve national level policies of the Ministry of Lands and Natural Resources and the Minerals Commission. The new policy framework has among others, improved recategorization and licencing procedures for ASM and community mining members, and encouraged the uptake of responsible practices in ASM.

In addition, we addressed smallholder land and tree ownership disputes between **cocoa** farmers and traditional authorities (land owners). Land and tree ownership security encourage small cocoa farmers to make the long-term investments needed for the implementation of sustainable production and land use practices. To this end, in collaboration with the UNDP, we have convened a consultative roundtable for stakeholders in the Forestry and Cocoa sectors

to discuss and agree on the modalities for the registration of on-farm planted economic trees. We built the capacity of five Community-based Groups (CBOs) and six CSOs to advocate for planted tree ownership and benefit-sharing arrangements of naturally occurring trees. As a result, an on-farm planted tree registration form and related guidelines were developed and implemented, allowing cocoa farmers to claim ownership of planted trees.

We also facilitated a process to solve a land ownership dispute between tenant farmers and the Traditional Council that had generated controversy between the parties for years. We succeeded in bringing the contesting stakeholders together in dialogue. Consensus was achieved on a new lease agreement document, that will give land tenureship security for tenant cocoa farmers for the coming 50 years, with automatic renewal and more flexible terms and conditions. This will accelerate the efforts to rehabilitate old cocoa farms. The agreement is about to be signed, once more experience is built up with registration of customary land.

3.4.3 UGANDA

In the Great Lakes region of Uganda -bordering the Democratic Republic of Congo (DRC)- we promoted improved ecosystems, sustainable landscape conservation management, and contributed towards increased incomes and nutrition security. Solidaridad in collaboration with Uganda Wildlife Authority (UWA) and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), focused on commodity-led deforestation and degradation in the Great Lakes landscape. Through multi-stakeholder platforms, we focused on identifying best practices for **coffee**, **horticulture**, and **tea** production aiming at sustainable livelihoods in line with biodiversity conservation. The Uganda Landscape and Conservation (“Great Lakes”) project saw the increase in policy influencing initiatives of public sector, local communities and businesses for the development and implementation of interventions that ensure increased agricultural productivity while reducing identified landscape threats. Beneficiary partners were also trained to identify and address participation barriers affecting women and youth. In Uganda, coffee and tea are male dominated supply



chains. Therefore, pilots for women and inclusion were established, for example ‘Women in Tea’ aims to support the women member farmers of the Kayonza Growers Tea Factory in tea packaging. In addition, a pilot on women-managed organic certified coffee is being developed in partnership with Gorilla Conservation Coffee. A horticulture pilot with young women was developed to offer new opportunities for women. Over the course of 2020, we identified policy and investment issues related to women and youth inclusion. This led to the development of investment frameworks around aquaculture and horticulture sub-sectors that were perceived to be women-friendly.

This Great Lakes project mainly focused on good practices and influencing community agriculture practices, while our efforts in enabling policy influencing for improved livelihoods of tea and fruit & vegetables farmers focused on improving policy frameworks to give strategic guidance and guide private investment in the tea and horticulture sectors. The National Tea Policy has been developed and approved under the mandate of the MAAIF and presented to Parliament for ratification. This Policy promotes, amongst others, improved productivity (quantity and quality) especially by smallholder tea farmers, strengthens the delivery of extension services to both farms and estates, creates opportunities for private sector investment, as well as promotes appropriate technologies for harvest, post-harvest handling and processing. In the fruit and vegetables sector, MSPs led to the creation of new guidelines on common practices in food safety, food handling and compliance with voluntary sustainability standards. The guidelines tackled issues related to modern harvesting technologies, post-harvest handling, processing, packaging and value addition. The tea policy, as well as the fruit and vegetables

guidelines incorporate a strong gender mainstreaming focus, and provide a framework for implementers to ensure that programmes and initiatives take into account the challenges and opportunities for women, men, girls and boys.

3.4.4 MOZAMBIQUE

Together with the Ministry of Agriculture & Food Security, the Ministry of Health and the Ministry of Trade, and in careful consultation with farmers associations, we have designed a national regulatory standard for sustainable **fruit and vegetables**: Mozambique Boas Práticas Agrícolas (MozBoPA). The standard was piloted with 90 farmers and finally endorsed by the abovementioned authorities in 2020. To support the uptake of the standard, a series of trainings with 18 farmers' associations have taken place with special attention for the inclusion of women and young farmers, as they play an essential role in horticulture. Our cooperation with the Zambezi Valley Development Agency (Dutch Embassy-funded), Oxfam and Action Aid has helped to reach out to more farmers' organizations than originally planned. Although full compliance with the standard itself is, for many smallholders, still some way to go, the MozBoPA as reference for training and stepwise improvement is a powerful guiding instrument. The project shows the importance of the connection between this programme on policy setting and implementation within the Practice for Change Kvuno programme in Mozambique. Together, these programmes proved essential to enable the farmers to transit to higher quality and food security levels. Covid-19 reduced the interaction possibilities with the governmental institutions. Support and training provided to the Ministry of Agriculture and Food Security (MASA) as the standard holder, and the INNOQ (National Institute of Normalization and Quality) as the auditing body, allow for the continued use of the standard for both extension services and supply chain development. Support will be continued under our RECLAIM Sustainability! Programme.

3.4.5 BANGLADESH

In Bangladesh, we implemented the Sustainable and Inclusive Shrimp Business Promoted (SISBP) Project in collaboration with the Department of Fisheries

(DoF), Ministry of Fisheries and Livestock (MoFL) and the Bangladesh Shrimp and Fish Foundation (BSFF). In the five years duration of the project, a vibrant and active MSP around **shrimp sector** development called the "National Working Committee for Sustainable Development of Bangladesh Shrimp Sector (NWCSDSS)", was mobilized. A National Action Plan (NAP) for sustainable and inclusive shrimp sector development has been formulated in consultation with all stakeholders. The NAP incorporated all policies and practices towards improving productivity, food safety and traceability in the shrimp supply chain while stressing climate-smart farming practices.

The project has developed policy briefs, manuals and standard operating procedures (SOP) on cluster farming and biosecurity implementation in shrimp farms and hatcheries. We rolled out a large number of training and orientations to introduce these guidelines and policy briefs. The project joined an international research consortium involving Wageningen University, Netherlands and Khulna University, to leverage the implementation of field trials of mangrove-based shrimp farming. A gender-responsive social framework has been developed for the shrimp processing factories, complemented by a training programme to ensure its implementation. Through workshops, the project has supported the development of the capacity of the processing companies on labour rights, quality management, and enabling work environments for women.

Overall, the project has complemented Solidaridad's Sustainable Agriculture, Food Security and Linkages (SaFaL) programme, funded by the Dutch embassy, has been operational in the seven coastal districts of



Bangladesh and has extended the support to 19,000 extensive shrimp farmers. The project has created momentum to mobilize the public-private actors for positive changes in policies towards sustainable and inclusive growth of the Black Tiger (BT) shrimp sector in Bangladesh. The approval of both the Shrimp National Action Plan and the Standard Operating Procedures of BT Shrimp Hatcheries are tangible policy outcomes that will need time to become fully implemented. The MSP will continue its dialogue and initiatives beyond the project under the leadership of the DoF.

3.4.6 INDONESIA

With our local partner Business Watch Indonesia (BWI) we empowered **tea** farmers by strengthening their groups and associations that serve as an umbrella for those farmer groups, namely Paguyuban Tani Lestari. Representatives of farmer groups in each district in Central Java and West Java were trained to adopt the Lestari standard to improve the quality and quantity of their tea production. To increase tea farmers' bargaining position, the project facilitated a series of researches on strategic issues like product development, Lestari standard promotion, and tea processing equipment for smallholders. Additionally, tea farmers were supported to engage in lobbying the government to invest in smallholder tea production and building trade relationships.

The project also facilitated the National Reference Group on Tea (NRG), in which representatives of Indonesian government entities, private sector, academy and CSOs participate to discuss sustainable government incentives and to develop a Tea Vision 2025 document. The document was presented to the Indonesian Ministries of Trade, of Economic Affairs, of Industry, and of Cooperatives & SMEs.

The project has had an important influence in convincing the government to give higher priority to the tea sector in Indonesia, as evidenced by the facts that in 2017 tea was labelled as a strategic national commodity; and by the fact that the Central Government subsidized studies and additional tea-processing machinery for smallholders. In 2020, the Indonesian Tea Marketing Association joined the Asian Tea Alliance (ATA). The Lestari standard has



been adopted by national companies and traders and was recognized by India and China.

3.4.7 EUROPE

In the period 2016-2020, we played a key role in setting up and implementing the *Dutch Agreement on Sustainable Garment & Textile* (AGT), and were recognized as a knowledgeable CSO member, providing input and advice (workshops, training sessions and coaching sessions) on topics such as environmental issues in the supply chain, living wage and due diligence. Solidaridad's advice and support resulted in the **development and implementation of improvement plans in various private sector partners** contributing to more sustainable garment supply chains.

With the support of Solidaridad, the Social & Labour Convergence Programme (SLCP) managed to transition from a project to a well established MSI with now 232 signatories, with Solidaridad as a constant knowledgeable CSO member. SLCP has brought together diverse stakeholders to create and implement a common tool to reduce the time and money spent on social auditing and redirect savings to improving working conditions. The **SCLP Convergence Assessment Framework is adopted for implementation**. The SAC policy task team, in which Solidaridad participated, developed **recommendations for the EU Commission**. The first legislative proposal is expected summer 2021. Human Rights violations in North Western China demonstrated the dependency on the operating environment. We highlighted the importance of due diligence and traceability in the global cotton and textiles value chain.

The Covid-19 pandemic has revealed how fragile progress can be in responsible purchasing practices when brands decide to cancel their orders in an irresponsible manner, putting their suppliers at risk of bankruptcy, and their workers losing jobs or incomes. Solidaridad developed online **training on the effects of the purchasing practices** of textile brands in the Sustainable Apparel Coalition. Also, Solidaridad continuously provided advice to multi-stakeholder initiatives, brands, and other stakeholders on how to minimize the effects of Covid-19 for farmers and workers and ensure responsible business conduct.

We co-founded and served on the governing board of the *European Partnership for Responsible Minerals* (EPRM). Membership has grown significantly, especially among companies and NGOs, and funding was secured -mainly through DG DEVCO- to start projects in mining countries. In the Netherlands, we took a leading role in negotiating and implementing the **Gold Covenant**, being the only NGO with ASM mining expertise and experience working throughout the minerals chain. Solidaridad provided training and advice to companies on how to implement due diligence, reviewing company reports and providing improvement suggestions, and publicly reporting on progress and challenges. Implementation of the gold covenant's agreements by companies has been slow, and impact on the ground in ASM mines and communities has not been achieved. The cooperation between covenant parties has proven to be difficult, mainly because there was little overlap between the ambitions of the various constituencies. This was confirmed in the 2020 KIT evaluation of the Dutch covenants (gold and other covenants).

Through the Advocacy for Change programme, we successfully **put living income firmly on the agenda of the international cocoa sector**. We co-published a paper on [Necessary Farm Gate Prices for a Living Income](#) through the VOICE Network. This influenced the 2018 [Berlin declaration](#) stating that “the cocoa sector will not be sustainable if farmers are not able to earn a living income”. Advocacy in coalition with the VOICE Network has proven to be an effective way to influence policies. The adoption of the Living Income Differential by Côte d'Ivoire

and Ghana, and **acceptance by most cocoa and chocolate companies or the upcoming due diligence legislation at the EU level**, are examples of policies that Solidaridad contributed to influence. In addition, we co-published with VOICE Network cocoa barometers; reports about the state of sustainability in the cocoa sector. Each report brings an ever deeper analysis of the issues in the cocoa sector. The 2018 Cocoa Barometer focused on Living Income, the one published in 2020 focused on due diligence legislation; both contributed to putting these topics centerstage in the cocoa sector.

In 2020, the DISCO initiative was launched after a long negotiation process between industry, the Dutch government and CSOs. Solidaridad advocated for a strong ambition on all key focus areas and especially on living income. We are pleased with the achievement of having clear living income commitments in place now for all cocoa beans imported into the Netherlands by 2030, and for all chocolate on the Dutch market by 2025. The Covid-19 pandemic led to a decrease in demand for chocolate which led to cocoa prices depreciation, despite the adoption of the Living Income Differential. In response, Solidaridad advocated for higher farm gate prices to ensure a living income and that “Living Income Reference Prices should be based on the current reality of average cocoa farmers, not on hypothetical future yield scenarios for outlier farmers”. The EU Cocoa Talks that started in 2021 are a new opportunity to influence the EU policies that will shape the (sustainable) future of the cocoa sector. We join the consultations, put forward voices from the South and coordinate our advocacy with other CSOs.

Solidaridad advocated for investing in sustainable and inclusive **palm oil** production in consuming countries in Europe. As a result, leading European companies including Henkel, Unilever and Mars are making active investments in more inclusive value chains. We co-created and intensively collaborated within the Sustainable Palm Oil Choice Initiative (SPOC) with the European Palm Oil Alliance and IDH promoting the uptake of sustainable palm oil and stimulating a balanced and constructive debate about palm oil in Europe. We **started the development**

of a Regulatory Framework that would ensure all companies need to take note of sustainable palm oil sourcing. The invitation to become the programme manager of the SPOC initiative in 2020, increased the resources available for Solidaridad to communicate about the importance of investing in sustainable palm oil value chains. This initiative is set to continue in 2021.

The debate in Europe on the need for mandatory measures intensified, and there is a broad consensus now that voluntary measures alone are not enough. Mandatory due diligence for companies operating in international supply chains has been implemented in some EU member states, and is being discussed in others as well as at EU level. The EU started to **develop an EU Regulatory Framework** to promote more sustainable imports. At this point in time it seems that for Forest Risk commodities, such as palm oil, a cut-off date may be set after which no deforestation may have occurred. Requirements like this are hard to demonstrate at a smallholder level. It seems the Regulatory Framework may start leading to exclusion of smallholders. As Solidaridad we keep a close eye on this dossier and come up with suggestions to promote inclusiveness.

Over the course of the Advocacy for Change programme, we have put our efforts to unlock commercial **finance** for the farmers and SMEs we work with, to make a truly long lasting impact that

combines economic development and new ways of working. We supported new financial products that either directly or indirectly benefit producers. We focused on showcasing that financing the missing middle SMEs is a good option for both local (direct) and international (indirect) banks, as well as private investors through our new crowdfunding platform. By the end of 2020, many organizations, several with which we have been collaborating, have amplified the same conviction. Together with partners like Aspen Network for Development Entrepreneurs, IDH and Safin we have worked to create more attention for this issue. Directly, we have been able to support Rabobank, FMO and Oikocredit in realizing the need to ensure additional funding flows to these SMEs and farmers directly, and to change existing procedures. Examples are Oikocredit investments, direct management meetings with FMO and developing environmental asset pricing for smallholder farmers with Rabobank. Recent sustainable investment and supply chain due diligence legislation offers on the one hand, an opportunity for increased sustainable investments, potentially benefiting farmers and small SMEs. On the other hand, it may also have a negative effect due to increased compliance expectations that are generally infeasible for farmers and smaller SMEs. In the coming years, we have to ensure farmers and small SMEs receive additional income, access financing easier and benefit directly instead of becoming more marginalized as a result of new legislation.

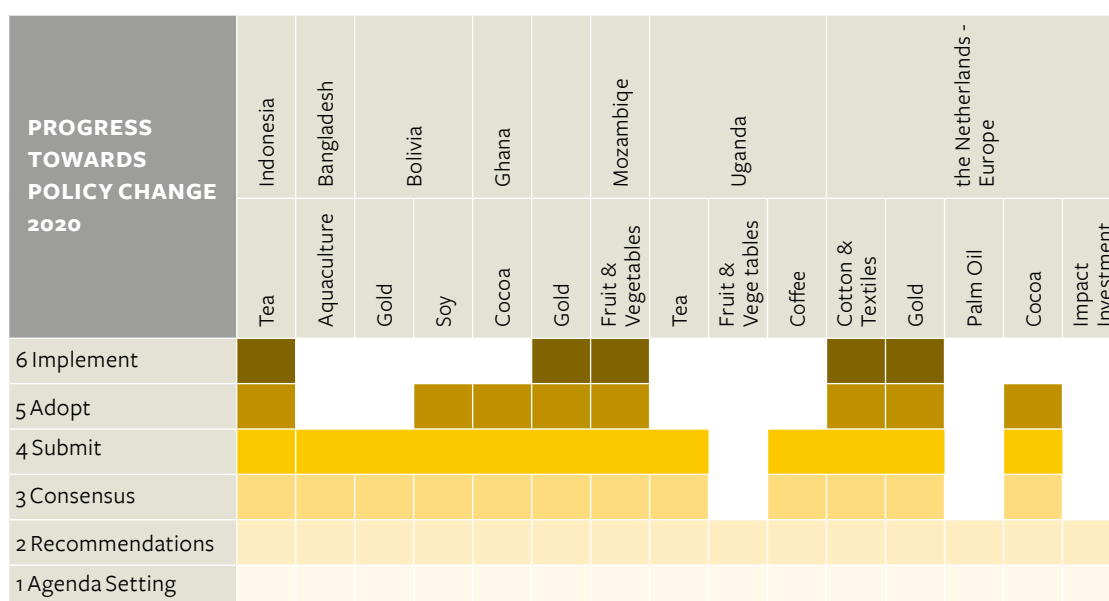


Figure 11: Progress towards policy change, Country Enabling Policy Environment projects, 2020

4

FINANCIAL REPORT 2016-2020

Figure 12 shows that the reported liquidity balance of €433,209 in 2019 was carried over to 2020, leading to a total income for 2020 of **€6,588,209**. The total expenditure in 2020 was **€6,908,209**. The net negative carry forward of **€-320,000** to 2021 is the remaining 1% of our grant.

In 2020, our expenditure was 2.5% lower than what we planned for in our Work Plan 2020 (line 21). This is because the carry forward from the previous year was lower than what we anticipated. Indeed, in 2019 we expected a carry forward of €614,195 and we managed to reduce our carry over to €433,209.

The total spending for the full programme period is **€32,000,000**, which is in line with the approved budget.

The total expenditure weighs heavily towards “country” programmes; €20,716,239 were allocated to programmes at country level (see lines 5 and 14). The remaining €11,283,761 were allocated to regional and global programming (see lines 8 and 19). The budget variation in budget line 14 is explained by the decision made in 2016 to label a programme in Nicaragua under the header of SLI instead of the EPE Country budget line. Other variations between the original budget and the actual spending for 2016-2020 are within reasonable margins.

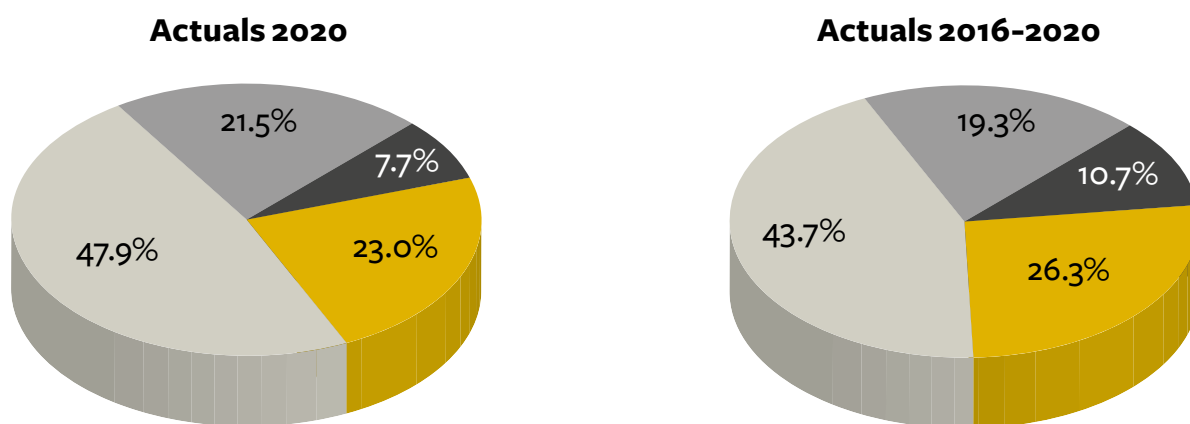
Figure 13 shows how our expenditures are distributed over the four main budget lines for the year 2020 and for the full programme period of 2016-2020 respectively:

- In line with our commitment, almost half of our budget was dedicated to interventions aimed at **Capacity Development of civil society partners** (48% in 2020; 44% in 2016-2020).
- In 2020, we spent €1,585,596 (23%) on **Lobby & Advocacy** activities, which brought the total spending for this budget line to €8,412,368 (or 26% of the total budget).
- In 2020, we also spent €1,482,693 (21%) on **innovation and knowledge management**, resulting in total spending of €6,174,068 (19%). In this way we developed and shared innovations, results and lessons with strategic partners and within the Solidaridad Network.
- **Administration and PME** expenses for the full programme period remained below 11%, while the equivalent amount for 2020 was just below 8% of our total expenditure.

Solidaridad implemented the Advocacy for Change programme together with several **local partners**. In 2020, we shared €1.75 million of our budget with partners, representing 25% of our total expenditures. In the full programme period (2016-2020) we shared €7.8 million of our total budget with our partners (24%).

		ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	BUDGET (WORK PLAN)	ACTUALS	BUDGET	ORIGINAL BUDGET	ACTUALS	variance
	DSO Budget (€)	2016	2017	2018	2019	2020	2020	2020	2021	2016-2020	2016-2020	
	Income from Ministry	7300.000	6.575.000	5.150.000	6.500.000	6.155.000	6.155.000	6.155.000	320.000	32.000.000	31.680.000	
	CarryForward (liquidity)	-	3.793.697	4.189.896	1.728.101	614.195	614.195	433.209	(320.000)			
	TOTAL Income	7.300.000	10.368.697	9.339.896	8.228.101	6.769.195	6.769.195	6.588.209	-	32.000.000	31.680.000	-
	RESULT AREA SUSTAINABLE LANDSCAPES (SL)											
	COUNTRY PROGRAMMES											
1	Administration & PME	87.711	172.407	182.428	155.142	123.153	123.153	127.322	-	691.200	725.010	
2	Lobby & Advocacy	314.672	559.551	636.549	579.194	406.566	406.566	435.522	-	2.304.000	2.525.487	
3	Capacity Development	545.174	1.246.887	1.889.195	1.808.624	1.441.695	1.441.695	1.442.655	-	6.325.000	6.932.535	
4	Innovation & Knowledge Mgmt	273.594	467.901	402.745	579.502	578.377	578.377	390.281	-	2.199.800	2.114.023	
5	Subtotal Country Programmes	1.221.151	2.446.746	3.110.916	3.122.462	2.549.790	2.549.790	2.395.780	-	11.520.000	12.297.054	7%
	GLOBAL/CONTINENTAL PROGRAMMES											
6	Administration & PME	144.200	173.109	190.840	235.996	135.946	135.946	152.057	-	768.000	896.202	
7	Innovation & Knowledge Mgmt	-	94.706	12.500	244.099	120.000	120.000	111.285	-	512.000	462.590	
8	Subtotal Global/Continental Programmes	144.200	267.815	203.340	480.095	255.946	255.946	263.342	-	1.280.000	1.358.792	6%
9	Total Result Area Sustainable Landscapes (SL)	1.365.351	2.714.561	3.314.256	3.602.557	2.805.736	2.805.736	2.659.122	-	12.800.000	13.655.846	7%
	RESULT AREA ENABLING POLICY ENVIRONMENTS (EPE)											
	COUNTRY PROGRAMMES											
10	Administration & PME	96.227	195.979	139.379	61.514	58.075	58.075	80.936	-	600.000	574.035	
11	Lobby & Advocacy	317.109	332.088	521.430	411.591	154.316	154.316	246.739	-	2.600.000	1.828.955	
12	Capacity Development	425.693	732.667	978.429	904.250	1.362.922	1.362.922	1.198.216	-	4.800.000	4.239.256	
13	Innovation & Knowledge Mgmt	176.432	257.432	467.663	489.294	372.484	372.484	386.118	-	1.600.000	1.776.939	
14	Subtotal Country Programmes	1.015.462	1.518.166	2.106.901	1.866.648	1.947.796	1.947.796	1.912.009	-	9.600.000	8.419.185	-12%
	Global/Continental Programmes											
15	Administration & PME	205.658	221.361	436.015	193.436	150.832	150.832	169.484	-	1.362.000	1.225.954	
16	Lobby & Advocacy	575.819	832.463	867.318	878.990	905.717	905.717	903.336	-	4.214.261	4.057.926	
17	Capacity Development	210.095	638.380	596.569	706.278	787.514	787.514	669.251	-	2.659.409	2.820.574	
18	Innovation & Knowledge Mgmt	133.918	253.870	290.737	546.982	491.600	491.600	595.008	-	1.364.330	1.820.515	
19	Subtotal Global/Continental Programmes	1.125.490	1.946.075	2.190.639	2.325.686	2.335.663	2.335.663	2.337.078	-	9.600.000	9.924.969	3%
20	Total Result Area Enabling Policy Environments (EPE)	2.140.952	3.464.240	4.297.540	4.192.334	4.283.459	4.283.459	4.249.087	-	19.200.000	18.344.154	-4%
21	GRAND TOTAL	3.506.303	6.178.801	7.611.795	7.794.891	7.089.195	7.089.195	6.908.209	-	32.000.000	32.000.000	
22	NET LIQUIDITY BALANCE	3.793.697	4.189.896	1.728.101	433.209	(320.000)	(320.000)	(320.000)	-		(320.000)	

FIGURE 12: Multi-Annual Budget 2016-2020



■ Lobby & Advocacy ■ Capacity Development ■ Innovation & Knowledge Management ■ Administration & PME

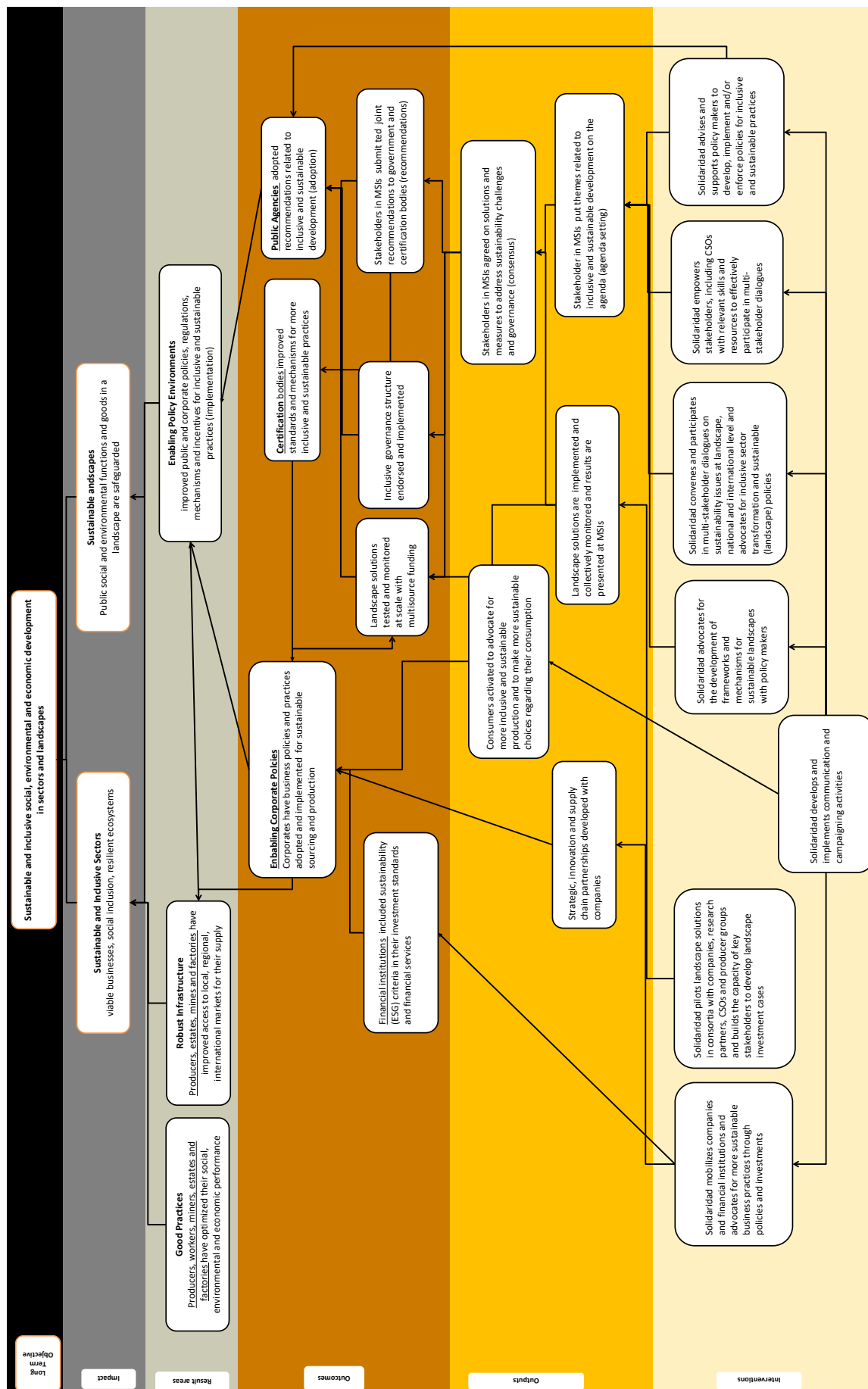
FIGURE 13: Actuals 2020 per sub-budget line & Actuals 2016 - 2020 per sub-budget line

Our aim was to raise €4,500,000 in **co- and match funding** for the full programme period 2016-2020. In 2020, we raised and spent the amount of €2,566,150 in co/match-funding, which takes us to a cumulative amount of **€7,901,889**. The majority of co-funding was delivered in the Landscape innovation programmes, in which government agencies as well as local private partners contributed to the landscape management pilots.

ANNEX 1

SOLIDARIDAD'S THEORY OF CHANGE

THEORY OF CHANGE FOR ADVOCACY FOR CHANGE



[illegible]

ANNEX 2

MEASURABLE RESULTS BY COUNTRY

RESULTS ON COMMON INDICATORS FOR DIALOGUE AND DISSENT

COMMON INDICATORS FOR DIALOGUE AND DISSENT						LATIN AMERICA										ASIA								AFRICA								WORLD		
	INDICATOR DESCRIPTION BUZA	ADVOCACY FOR CHANGE INDICATOR	RESULT AREA	TARGET 2019	TOTAL REALIZED 2019	TARGET 2020	ARGENTINA	BOLIVIA	COLOMBIA	PARAGUAY	PERU	HONDURAS	NICARAGUA	MEXICO	CHINA	INDIA	INDONESIA	BANGLADESH	MALAYSIA	MYANMAR	ETHIOPIA	GHANA	MALAWI	MOZAMBIQUE	SOUTH AFRICA	ESWATINI	TANZANIA	UGANDA	ZAMBIA	ZIMBABWE	THE NETHERLANDS/ EUROPE	WORLDWIDE / REGIONAL / NOT COUNTRY SPECIFIC	TOTAL	
DD1	# of laws, policies and norms, implemented for sustainable and inclusive development	# of mechanisms, policies and regulations adopted	Enabling Policy Environment	0	28	30	2	7	1						1	2		9	1			1	1	1	2		2						30	
		# of mechanisms, policies and regulations adopted	Landscape Innovation	0	13	23			3			5					4	1									6		4				23	
DD2	# of laws, policies and norms/ attitudes, blocked, adopted, improved for sustainable and inclusive development	# of mechanisms, policies and regulations improved	Enabling Policy Environment	0	35	41					1	2		3		1	7	3				2	6	1	1	3	5	1	1		2	2	41	
		# of local landscape level policy makers committing to adopt frameworks	Landscape Innovation	0	13	18			8									2															18	
DD3	# of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage	# and kind of policy options/ proposals/ recommendations submitted to relevant government/ multilateral agencies	Enabling Policy Environment	0	57	76	3	10	2			4		4	1	2	7	6	2			2		5	8	3	1	3		13			76	
		# of multistakeholder platforms, networks or dialogues convened or participated in	Enabling Policy Environment	0	87	129	1	4	1			1	1		1	2	1	11	11				13	1	1	10	1	3	4	1	59	3	129	
DD4	# of advocacy initiatives carried out by CSOs, for, by or with their membership/ constituency	# of multistakeholder platforms, partnerships or dialogues initiated or participated in	Landscape Innovation	1	12	18			1			2	3			2	5												1			18		
		# of CSOs with increased L&A capacities	Enabling Policy Environment	0	75	69	4	7	1	1		2	3				3	11	8	2	1	11	3	1	10			1					69	
DD5	# of CSOs with increased L&A capacities	# stakeholders with strengthened capacities to effectively participate in dialogue	Landscape Innovation	0	52	74			8			13	8			7	15												5				74	
		# of stakeholders that participate in MSPs, networks or dialogues	Enabling Policy Environment	0	670	791	7	28	23	3		28	32	37	17	26	65	18	2				38	20	105	24	36	33		5	226	18	791	
DD6	# of CSOs included in SPs programmes	# of stakeholders that participate in MSPs, networks or dialogues	Landscape Innovation	10	265	279			16			35	49			42	28												53				279	
		# of CSOs/POs that are being trained or supported to effectively participate in decision making and dialogue	Enabling Policy Environment	0	100	98	4	7	4	1	1	3	4	2		1	42	3	2	1	11	2	3	2	2		4				1	98		
		# of CSOs/POs that are being trained or supported to effectively participate in decision making and dialogue	Landscape Innovation	0	75	85				9		23	10			5	13												9				85	
		# of hectares under Better Management Practices (including pastures)	Landscape Innovation		1,000,000	630,132			12,900			148,038	30,389	261,049		58,032	1,623												60,735				630,132	
		# of pilots developed to test landscape solutions	Landscape Innovation	0	45	47			5		4	5			10	6												8				47		
		# companies and producers that meet national, international or sector specific sustainability standards or Good Practices	Enabling Policy Environment & Landscape Innovation	50 companies	100	326 companies	4		181 producers		26	198	36		76	3					9					200 fair-farmers				165		319		
		# of brands and companies (private partners) supported with practical means to implement national, regional and sector level regulations/ standards	Enabling Policy Environment		220	437	1	2	8	1		22	5	24	5	20	39	6				13		2	3	2	3	1		220	60	437		
		# of local, regional and global authorities (public partners) supported with practical means to increase capacity to monitor and enforce	Enabling Policy Environment		55	71	2	2	1		2	6			2	3	26	4	1	2	2	2	2	4	8		1	1				71		

ANNEX 3

PROJECT DESCRIPTIONS

PROJECT DESCRIPTIONS - LANDSCAPE INNOVATION PROJECTS

COUNTRY(IES)	PROJECT SUMMARY
Zona Litoral del Norte, Honduras	Avoiding deforestation and land degradation caused by rapid expansion of oil palm plantations into the fragile coastal zone of Honduras by exploring jurisdictional RSPO certification and piloting and promoting cocoa-centric agroforestry systems as an alternative to palm oil, on too-steep slopes.
Southern Autonomous Region of Caribbean Coast, Nicaragua	Avoiding deforestation and land degradation caused by unregulated expansion of livestock and oil palm production systems into remaining rainforest around Rama and Kukrahill, Nicaragua, creating an integrated sustainable landscape management framework to support both economically and environmentally viable production and agroforestry systems.
Chaco, Paraguay	Promoting dialogue with local government, farmers, indigenous people, meat companies and conservation CSOs for innovative development approaches and models that enhance livestock production systems, while avoiding further deforestation, and that address water scarcity and food security at community level to help producers and their communities adapt to changing weather patterns.
Kilimanjaro Transboundary region, Tanzania	Shifting land use policies through landscape management approaches that promote food security and sustainable economic development, whilst reducing the severity and extent of land degradation in the Kilimanjaro region.
Kafue River, Mazabuka District, Zambia	Advocate change in land and water use management by different sector actors within the Kafue River Basin, by promoting innovative solutions for the sustainable and equitable use of water and natural resources.
Ganga Basin, India	Facilitating stakeholder dialogue and testing innovative models for water catchment area management approaches in alignment with Clean Ganga Mission (CGM) of Government of India, to address water scarcity and water pollution caused by the sugarcane and leather tannery industries in the central part of the Ganga Basin.
Mount Merapi, Central Java, Indonesia	Development of an inclusive regional sustainable Landscape Management Framework in Central Java, for the integration of principal (soy) and secondary (food) crops in a sustainable cropping system through piloted, proven and scalable landscape solutions that help address deforestation and food scarcity.

PROJECT DESCRIPTIONS - CONTINENTAL ENABLING ENVIRONMENT PROJECTS

PROJECT	REGION	COUNTRIES	COMMODITY	GOALS 2020
Advocafé	Central and Southern America	Guatemala, Honduras, Nicaragua, Peru, Colombia, Mexico	Coffee	Create better adapted incentives and policies for coffee smallholders in Latin America to produce coffee with positive impact on gender and environment through the creation of national and international platforms that promote the exchange of information and best practices between countries and the region, and strengthen the capacities of key sector stakeholders, particularly civil society, to lobby for sector transformation.
PanAméricaña	Central America	Guatemala, Honduras, Mexico	Sugarcane	Developing and facilitating a virtual knowledge and exchange platform for Latin American sugarcane sector, disseminating tools and methods for sustainable and safe sugar production (e.g. Workers Health and Efficiency programme to treat CKDnT) to accelerate the uptake of best practices at mill and field levels.
Conducive policies for lower deforestation linked to soy production in South America	Southern America, China	Bolivia, Paraguay, Argentina, China	Soy	In dialogue with soy producers and buyers, government and CSOs, support public institutions' enforcement and transparent implementation of policies and legal frameworks related to forest and natural resource management, in response to soy production expansion and resulting deforestation in target regions.
Healthy Fruits & Vegetables for Africa	Southern & Eastern Africa	Tanzania, South Africa, Mozambique	Fruit & Vegetables	Support the drafting of national policies for food safety and social and environmental requirements and trade in Tanzania and South Africa and Mozambique, building the capacity of key sector stakeholders on these standards, with the long-term vision of moving towards a harmonized entry-level food safety standard for fruit & vegetable producers in sub-Saharan Africa; Africa.GAP.
Livestock Global to Local Agenda	Southern Africa	Zambia, Namibia, Eswatini South Africa, Zimbabwe, Malawi	Livestock	Leverage national and regional livestock sector expertise through the formation of multi-stakeholder platforms that drive improved marketability of livestock and support smallscale producers access these growing markets through the development and testing of tools and models that support more sustainable livestock production and processing practices.
Social Dialogue in Emerging Textile Producers	East Africa and South East Asia	Ethiopia, Myanmar	Textiles	Support international and national dialogue on best practices in public policy to support social improvements in the textile sector in emerging textile producing countries.
Tea Asia 2025	South East Asia and China	India, China, Indonesia	Tea	Develop tea supply and demand regulation in Asia in order to improve (fair) pricing, aligning the different domestic tea standards in India, China and Indonesia and unification of tea policies of member countries. Lobby with brands and tea companies to gain recognition for an aligned Asian Sustainability Standard and improve its implementation across the continent.
ASPN	South East Asia and China	Malaysia, Indonesia, China, India	Palm oil	Aligning sustainability standards on palm oil production and trade in Asia by building four national platforms (Malaysia, India, China, Indonesia). Pilot the introduction of ISPO and MSPO-certified palm oil in India, Indonesia and China.

PROJECT DESCRIPTIONS - COUNTRY ENABLING ENVIRONMENT PROJECTS

COUNTRY	SECTOR	GOAL
Bangladesh	Aquaculture	Achieve meaningful sector transformation through the adoption of improved operational policy frameworks and mechanisms for responsible shrimp farming and sourcing, by both public and private stakeholders, that ensures smallscale producers access and benefit from policies and mechanisms for improved food safety and that ensure the fair treatment of workers along the supply chain.
Bolivia	Soy	Improve the application and enforcement of land use law to avoid illegal deforestation, through a multistakeholder dialogue where actors contribute perspectives and issue recommendations to improve policies and mechanisms. Local organizations are empowered to act as an effective channel for the development of all the activities involved in the Departmental Pilot Action Plan (PAPD).
	Gold	Improving public policies that support the creation of a national 'formalisation process policy', in order to address the high level of informality in the mining sector and related social, environmental, gender and labour issues relating to mining in Bolivia. Through the Interinstitutional Platform towards Responsible Gold, Solidaridad supports multi-stakeholder dialogue to promote synergies and avoid duplication of efforts; improving visibility on the role of women in small-scale mining and — through the development and participation of media events and content — aims to position the Integrated Platform of Small Scale Mining (PIM) in Bolivia.
Ghana	Cocoa	In partnership with the cocoa-forest community and other key public, CSO and private stakeholders, advance the promulgation and enforcement of shade trees and land access security legislations and support the development of a unified tree registration protocol to promote adoption of agroforestry in cocoa/ agricultural systems and to help halt — and eventually reverse — current patterns of forest degradation.
	Gold	Improve national-level ASM policy, implementation and practice by supporting, in collaboration with ReMNet members, Government in the implementation of the Multisectoral Mining Integrated Programme by facilitating dialogue, advising on sustainable mining and building the capacity of ReMNET members in sustainable mining.
Indonesia	Tea	Developing a sustainable Indonesian tea industry through the development and acceptance of an inclusive, national tea standard; Lestari, that rejuvenates the national tea sector, ensures the participation and ownership of local stakeholders, including smallholder producers, and provides a model for other sectors, such as palm oil, cocoa and coffee.
Mozambique	Fruit & Vegetables	In partnership with public and private stakeholders, creating and testing a national mandatory standard (MozBoPA) for a sustainable national fruit and vegetable sector in order to ensure that fruit and vegetables are healthy (safe) and sustainable. The outcomes of this project feed into the Africa.GAP initiative.
Netherlands	Textiles and cotton	Alignment of social and environmental sustainability (issues and solutions) within the European garment and textile sector by supporting the harmonization of the due diligence and brand performance measurement tools of the AGT, SAC, Textil Buendnis and the OECD.
	Cocoa	Influence policies through existing networks, including promoting the development of viable alternatives to the existing certification system resulting in a new generation of sustainability initiatives that generate a living income for cocoa farmers, and advocating for inclusive supply chains through the strengthening of the Women in Cocoa and Chocolate Network (WINCC) to address gender inequalities and farm level and throughout the supply chain.
Uganda	Gold	Participating in multi-stakeholder dialogues that build on growing awareness of responsible mining by downstream actors and the uptake of smelter audits, to advocate for supply chain transparency and due diligence that does not result in the marginalisation of the smallscale mining sector.
	Palm Oil	Drive the smallholder inclusive agenda forward within RSPO by advocating for public and private stakeholders to stimulate and reward, landscape level initiatives; stimulate awareness within the financial sector to invest more responsibly in palm production expansion and advocating for European legislation reform that facilitates the import of only sustainable palm oil materials.
	Finance	Supporting new financial products and structures that either directly or indirectly benefit producers, and increase financial institution and investor understanding of local risks, management and financial needs, by showcasing local examples from across the Solidaridad Network.
	Tea	Through an inclusive, participatory multi-stakeholder process initiative, review and formulate the National Tea Policy that will contribute to improved production, processing and marketing of tea.
	Coffee, Fruit & Vegetables, Aquaculture	Solidaridad supports the development of a comprehensive investment policy framework that guides responsible investments in selected supply chains, including coffee, tea, fruit & vegetables and aquaculture and mitigates negative social and environmental impact, based on a policy review and updates of existing policy frameworks regarding Wildlife and National Parks. We will pilot business cases that address key needs of communities surrounding HCVa in ways that complement conservation efforts.

ANNEX 4

OVERVIEW OF PARTNERS AND PARTNERSHIPS 2016-2020

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Argentina	AAPRESID, Non Till Association	Partners in formulation of MSP and production and trade mechanisms.	Local	CSO - Producer Organisation
	Asociación Civil Unión y Progreso	Partners in formulation of MSP and production and trade mechanisms.	Local	CSO - Producer Organisation
	CIARA	Partners in formulation of MSP and production and trade mechanisms.	Local	Private Sector
	Cooperativa de Acopiadores Federados (CAAF)	Partners in formulation of MSP and production and trade mechanisms.	Local	Private Sector
	Ministerio de Trabajo, Producción y Desarrollo Sustentable, Salta	Partners in formulation of MSP and production and trade mechanisms.	Local	Government Agency
	Proyungas	Partners in formulation of MSP and production and conservation systems	Local	CSO
	Rural Society, Salta, Argentina	Partners in formulation of MSP and production and trade mechanisms.	Local	CSO - Producer Organisation
	The Nature Conservancy	Partners in formulation of MSP and production and conservation systems	International	CSO
	Bangladesh Aquatic Products Companies Association (BAPCA)	Strategic partner in National Working Committee for sustainable shrimp sector transformation.	Local	Private Sector
Bangladesh	Bangladesh Fisheries Research Institute	Strategic partner in National Working Committee for sustainable shrimp sector transformation. Support through research and knowledge dissemination.	Local	Research&knowledge partner
	Bangladesh Shrimp Fish Foundation (BSFF)	Lead implementing partner in National Working Committee for Sustainable Shrimp Sector Growth.	Local	CSO
	BFFEA	Strategic partner in National Working Committee for sustainable shrimp sector transformation.	Local	CSO
	Department of Fisheries (DoF), Ministry of Fisheries and Livestock	Strategic partner of the Sustainable and Inclusive Shrimp Business Promoted (SISBP) project. Supporting in developing the National Action Plan for Sustainable Shrimp Sector Growth.	Local	Government Agency
	Export Promotion Bureau (EPB)	Strategic partner in National Working Committee for sustainable shrimp sector transformation. Policy and implementation (lobbying) support in trade and export for NAP for sustainable shrimp.	Local	Government Agency
	Intensive Shrimp Farmer Association	Strategic partner in National Working Committee for sustainable shrimp sector transformation.	Local	CSO - Producer Organisation
	Khulna University	Developing a long-term disease surveillance protocol.	Local	Research&knowledge partner
	Ministry of Commerce	Strategic partner in National Working Committee for sustainable shrimp sector transformation. Policy support in commerce and trade space for NAP for sustainable shrimp.	Local	Government Agency
	Ministry of Finance	Strategic partner in National Working Committee for sustainable shrimp sector transformation. Policy support in finance space for NAP for sustainable shrimp.	Local	Government Agency
	Royal Dutch Embassy in Dhaka	Participates in stakeholders meetings.	International	Royal Dutch Embassy
	SaFaL Shrimp Service Center and Uttaran	Implementing partner of pilot on responsible shrimp farming and sourcing.	Local	Private Sector
	Shrimp Hatchery Association of Bangladesh (SHAB)	Strategic partner in National Working Committee for sustainable shrimp sector transformation.	Local	CSO
	Uttaran	Implementing partner of pilot on responsible shrimp farming and sourcing.	Local	Private Sector
	Wageningen University & Research	Developing a long-term disease surveillance protocol.	International	Research&knowledge partner
	Winrock	Strategic partner in National Working Committee for sustainable shrimp sector transformation.	Local	CSO

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Bangladesh	World fish	Strategic partner in National Working Committee for sustainable shrimp sector transformation.	International	CSO
	Agenda Minera	Joint organization of online events to disseminate the benefits of the responsible mining approach.	Local	Media
	AVINA	Provide strategic input on sustainable land use in the MSP platform. Share knowledge and information on the relations between civil society and the State for encouraging political and institutional innovation that promote systemic changes. Support in the development of a gender diagnosis.	Local	CSO
	BGI	Take a leading role in coordinating the inter-institutional efforts of GIT, the MSP of which Solidaridad is the strategic partner and seeks to generate the space for new knowledge from civil society.	Local	CSO
	Bolivian National Association of Oilseeds and Wheat Producers (ANAPO)	Main implementing partner in setting up soy MSP, main advocacy partner towards the government, linking soy producers and government.	Local	CSO - Producer Organisation
	CANIOB, CAO	Provide the know-how and the perspective from the soy private sector	Local	CSO
	Cargill	MSP Participation and active roll in producer engagement for legal framework implementation (POP, PDM)	International	Private Sector
	Cumbre del Sajama	Promote the recognition of women in mining through the National Network of Women and Mining.	Local	CSO
	FERRECO, FECOMAN, FENCOMIN (Gold Miners Federations)	With Solidaridad co-organize Gold Symposium and provide input towards public policy on formalisation.	Local	CSO - Producer Organisation
	Friends of Nature Foundation (FAN)	Brings the expertise in nature conservation and sustainable and comprehensive development to the MSP.	Local	CSO
Bolivia	Helvetas Bolivia	Take a leading role in coordinating the inter-institutional efforts of GIT, the MSP of which Solidaridad is the strategic partner and seeks to generate the space for new knowledge from civil society.	Local	CSO
	Institute of Metallurgy and Materials Research - IIMETMAT	Take a leading role in coordinating the inter-institutional efforts of GIT, the MSP of which Solidaridad is the strategic partner and seeks to generate the space for new knowledge from civil society.	Local	Research & knowledge partner
	La Paz Departmental Government	Joint development of training materials to prevent COVID-19 in mining cooperatives	Local	Government Agency
	MEDMIN Foundation	Take a leading role in coordinating the inter-institutional efforts of GIT, the MSP of which Solidaridad is the strategic partner and seeks to generate the space for new knowledge from civil society.	Local	CSO
	Ministry of Mining and Metallurgy	Joint development of training materials to prevent COVID-19 in mining cooperatives	Local	Government Agency
	Oriental Agricultural Chamber (CAO)	Provide insights, knowledge sharing and perspective from the soy private sector.	Local	Private Sector
	Wildlife Conservation Society (WCS)	Take a leading role in coordinating the inter-institutional efforts of GIT, the MSP of which Solidaridad is the strategic partner and seeks to generate the space for new knowledge from civil society.	International	CSO
	Coordinadora de la Mujer	Provide training for women association across the Bolivian ASM sector in aspects such as lobby and advocacy skills with National Women Mining Network	Local	CSO
	Red Unitas	Provide training for women association across the Bolivian ASM sector in aspects such as lobby and advocacy skills with National Women Mining Network	Local	CSO
	Coffee Quality Institute	Gender studies carried out in Honduras and Mexico as part of Partnership for Gender Equity	International	Research & knowledge partner
Central America	Royal Dutch Embassy in Costa Rica	Facilitating role. Support to develop the policy enabling environment in Honduras.	International	Royal Dutch Embassy
	Sustainable Coffee Challenge (SCC)	Role in advocating for policies for more environmental sound and gender inclusive coffee supply chain at global level	International	MSP
	Trueprice	Develop study to identify the costs and externalities of coffee production in key areas of Central America.	Local	Research & knowledge partner

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Central America	CONACAFE	Role in advocating for policies for more environmental sound and gender inclusive coffee supply chain at national level	Local	Government Agency
	Global Coffee Platform (GCP)	Role in advocating for policies for more environmental sound and gender inclusive coffee supply chain at global level	International	CSO
	UTZ Certified/Rain Forest	Role in advocating for policies for more environmental sound and gender inclusive coffee supply chain at national level	International	Standard body
Central America & Mexico	Digital Timber	Development virtual platform Panam	International	Private Sector
	La Isla Network	Research, development of training materials, policy influencing CKDnT & WE Protocol	International	CSO
	NPL	Co-financing and communications on CKDnT research, global communications for advocacy and policy influencing	International	CSO
China	All-China Federation of Supply and Marketing Cooperatives	Strategic partners to exchange knowledge and experiences on Tea in Asia	Local	CSO
	China Tea Marketing Association (CTMA)	Strategic partners to exchange knowledge and experiences on Tea in Asia.	Local	Government Agency
	Earth Innovation Institute	Strategic partners to create Chinese market demand for sustainable commodities, particularly in the China-South America Sustainable Soy Trade Platform (SSTP).	International	Research&knowledge partner
	Paulson Institute, China	Strategic partners in formulation of sustainable soy sourcing strategy between South America and China.	Local	CSO
	Provincial Government of Yunnan	Regular consultations with them to ensure that cooperation is in line with Government strategies and needs of the tea industry of China	Local	Government Agency
	The Ministry of Civil Affairs of China	Strategic partners to exchange knowledge and experiences on Tea in Asia	Local	Government Agency
	The Nature Conservancy, China	Strategic partners in formulation of sustainable soy sourcing strategy between South America and China.	Local	CSO
	University of Cambridge	Strategic partner for linking Chinese soy and palm oil companies with green finance policies and banks.	International	Research&knowledge partner
	WWF China	Strategic partners in formulation of sustainable soy sourcing strategy between South America and China.	Local	CSO
	Federación Nacional de Cafeteros	Strategic alliance for development and implementation of gender coffee policy	Local	CSO - Producer Organisation
El Salvador	Ingenio El Angel	Match funding & implementation of research Water: Rest. Shade and development/ implementation of WE Protocol	Local	Private Sector
	Ingenio Izalco	Match funding & implementation of research Water: Rest. Shade and development/ implementation of WE Protocol	Local	Private Sector
Eswatini	Commercial Farmer (Myengwa Sibandze)	Knowledge and networking support for their lobbying and advocacy work.	Local	Private Sector
	Mr Siphila Gamedze	Knowledge and networking support for their lobbying and advocacy work.	Local	Private Sector
	Mr. V. Dlamini	Provide support for knowledge, and networking and support for role as Secretariat for the Eswatini National Livestock Platform.	Local	Private Sector
	OK foods (Linciln Motsa)	Knowledge and networking support for their lobbying and advocacy work.	Local	Private Sector
Ethiopia	Confederation of Ethiopian Trade Unions (CETU)	Support labour exchanges through delegations; Engage Gov. for exchanges. Engage regional labour delegates.	Local	CSO
	ILO, Adis Ababa	Collaboration on activities aiming to improve labour conditions in factories.	International	UN Body
	Industrial Federation of Textile, Garment and Leather Workers Trade Union (IFTGLWTU)	Key partner to build the capacity of workers representatives to lobby for improvements to social dialogue.	Local	CSO - Producer Organisation
Europe	Royal Dutch Embassy in Adis Ababa	Key strategic partner. Provides governmental support linkages where necessary.	International	Royal Dutch Embassy
	AGT NGO Group (and trade unions) UNICEF, Arisa, Four Paws, Stop Child Labor Coalition, FNV and CNV	Ensuring voice of CSOs in AGT decisions and working groups	International	CSO coalition

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Europe	Conservation International	Collaborate to advocate for sustainable palm oil consumption and production & advocate for legislation Support and jointly advocate for legislation. Increasing credibility of the message.	International	CSO
	EPRM Governing Board (IIED, ARM, NL MFA, UK FCO, DE GIZ, OECD, Responsible Minerals Initiative, Valcambi, Philips)	Mobilize mid and downstream companies to participate in EPRM. Pool funding from donors and allocate to speed and scale projects in mines.	International	MSP
	Landscape Academy, Landscapes for People Food and Nature, Global Landscapes Forum (GLF) and EcoAgriculture Partners	Support and expertise in developing tools, among which the Landscape Performance Measurement Tool (under development) and Landscape Investment Finance Tool. Network of CSOs and knowledge institutes active in landscape approach, aims to enhance sharing and learning both online as well as by hosting in country events in partnership with members. LPFN was celebrated and dissolved in 2020.	International	Research&knowledge partner
	Landscapes for People Food and Nature	In 2018 a group of NGOs organically was formed to jointly lobby for good mandatory frameworks	International	Research&knowledge partner
	NGO Mandatory Frameworks Coalition (Greenpeace, WWF, FERN, Tropenbos)	Community of Practice for Dutch based NGOs who are recipient of MoFA donor funding for landscape programming. The aim of the network is to support learning and sharing as well as collaboration among members	International	CSO Coalition
	Platform Landscapes NL	Collectively position the SAC and its members as the partner for its apparel/home textile/footwear supply chain initiatives, and guide authorities towards a set of harmonized metrics (Higg) for measuring and driving impact. Collective lobbying on European and international level for reduction of audit fatigue, value chain transparency and social and environmental performance measurement (Higg) to be able to focus all efforts on capacity building and solutions.	International	MSP
	SAC Policy Task Team SAC, Adidas, Bestseller, C&A, Elevate, European Outdoor group, Esprit, H&M, IDH, Inditex, Kering, Levis, MAS holdings, New Balance, Nike, Primark, Puma, Siwi, Sympatex, Tommy Hilfiger, PVH, VF, WL Gore, ZDHC	The SCLP works towards a converged assessment framework that supports stakeholder's efforts to improve working conditions in the global apparel and footwear supply chain. A converged assessment will allow resources that were previously designated for compliance audits to be redirected towards the improvement of social and labor conditions.	International	MSP
	SCLP Steering Committee H&M, Sedex, European Outdoor Group, Impactt, Fairtrade USA, ILO, VF, Elevate, Li&Fung, OECD, Harvard, SAC, WL Gore, Verite, Avery Dennison	Partner for WINCC events. Host / sponsor WINCC events during their conferences	International	Private Sector
	WCF - World Cocoa Foundation	Joint advocacy for gender equity in mining, submit policy input to standard setters and other relevant stakeholders, raise awareness for women in mining at conferences.	International	MSP
	Women's Rights and Mining Working Group (Gender Resource Facility KIT, ActionAid, IMPACT, Simavi, NL MFA, Global Affairs Canada, ARM)	Partner to produce the Sustainable Cotton Ranking. Collective lobbying for opportunities for improvement in order to accelerate transformation of the cotton market towards sustainability.	International	CSO
Ghana	WWF / PAN UK	Legal practitioner advocating for land use and ownership rights for land owners and tenant farmers	Local	Government Agency
	Adoma Chambers	Pilot test Code of Risk-mitigation for ASM engaging in Formal Trade (CRAFT). This tool will be used to promote sustainable mining in ASM mines.	Local	CSO
	Alliance for Responsible Mining	Member of the CSOs coalition to agree on topical issues to be discussed at the national level in order to curb illegal mining activities in the country	Local	CSO
	Artisanal and Small Scale Mining Africa Network (ASMAN)	lead natural resource and environmental governance policy advocacy.	Local	CSO
	Civic Response	Institutionalise tree registration form and providing policy direction for the implementation of tree ownership form.	Local	Government Agency
	Forestry Commission	Advocacy for responsible mining in general with emphasis on gender responsive mining and landscape issues.	Local	CSO
	Friends of the Nation	Advocacy for mercury free processing technologies	International	CSO
	Fund for Peace			

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Ghana	Ghana Minerals Commission	Promoting responsible mining practice at national levels; assisting in the development of mining communities; and ensuring collaboration among the various stakeholders in the ASM sub-sector through platform level discussions.	Local	Government Agency
	ILO - Caring Gold Project	Advocate for gender responsive mining and sustainable land management policies.	International	UN Body
	Land Resources Management Centre	Lead advocacy on land tenure and land title documentation between traditional authorities, landowners and farmers.	Local	Government Agency
	P. Asante Nnuro & Associates	Provide legal support and capacity to stakeholders and take lead role in facilitating stakeholder platform.	Local	Private Sector
	Responsible Mining Network (ReMNET), network of CSOs	Advocate for responsible mining in general, with emphasis on gender responsive mining and landscape issues.	Local	CSO
	Royal Dutch Embassy in Accra	Discussions with key government officials on responsible mining practices.	International	Royal Dutch Embassy
	STAR Ghana	Member of the CSOs coalition to agree on topical issues to be discussed at the national level in order to curb illegal mining activities in the country	Local	CSO
	Third World Network - Africa	Advocate for responsible mining in general, with emphasis on gender responsive mining and landscape issues.	International	CSO
	Touton SA	Organize cocoa farmers for engagement in the programme for tree registration. Promote climate-smart cocoa production and landscape sustainability to facilitate sustainable cocoa sourcing.	International	Private Sector
	Tropenbos international, Ghana	Promote sustainable management of the Juaboso-Bia landscape through an integrated management and planning involving local communities, the government and the private sector at all levels.	International	CSO
Global	UNDP	Implementation partner. Lobbying with the Forestry Commission to provide on-farm planted tree registration protocol.	International	UN Body
	Verite	Advocate for zero tolerance for child labour and forced labour	International	CSO
	EcoAgriculture	Strategic knowledge partner, disseminating knowledge on Integrated Landscape Management concepts and tools to key stakeholders.	International	Research&knowledge partner
	Global Landscapes Forum (GLF)	Global communication initiative to support community of landscape practitioners and connect stakeholders for knowledge sharing.	International	Research&knowledge partner
	ICCO - International Cocoa Organization	Partner for WINCC events. Host/ sponsor WINCC events during their conferences	International	Other: Multilateral Organisation
	ACEYDESA	Implementing partner. Biodiversity monitoring system in forest patch and HCA. Strengthening of the gender committee.	Local	Private Sector
	Agriculture & Livestock Minister (SAG)	Key partner to influence national policies.	Local	Government Agency
	AIPAH	Collaboration in the development of renewable energy and zero deforestation proposals and implementation.	Local	CSO - Producer Organisation
	ASAPALSA	Implementing partner of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras	Local	Private Sector
	CANATURH	Biodiversity monitoring in cacao agroforestry systems on Zona Litoral del Norte. Development and promotion of ecotourism activities.	Local	Research&knowledge partner
Honduras	Centro de Desarrollo Empresarial MIPYMES (CDE)	Coordinate interventions to strengthen entrepreneurs' capacity for their economic empowerment.	Local	Government Agency
	Choose Honduras	Private company that promotes grass-roots ecotourism in Honduras for foreign tourists. Development of ecotourism opportunities in Honduras that link to biodiversity conservation efforts of palm, cacao and coffee producers and their communities, as well as research and publication on wildlife abundance.	Local	Private Sector

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Honduras	COAGRICSAI	Producer organization. Co-development of impact investment proposal for cacao agroforestry systems, processing infrastructure and payment for ecosystem services schemes. Capacity building cacao producers. Market access	Local	CSO - Producer Organisation
	COAPALMA	Implementing partner. Co-development of impact investment proposal for renewable energy and diversification with agroforestry systems, payment for ecosystem schemes, active participation in working groups and dialogue spaces.	Local	Private Sector
	COINSU	Implementing partner of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras	Local	Private Sector
	CORAPSA	Implementing partner. Co-development of impact investment proposal for renewable energy and diversification with agroforestry systems, payment for ecosystem schemes, active participation in working groups and dialogue spaces.	Local	Private Sector
	Corporación Dinant	Implementing partner of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras. Co-development of impact investment proposals for renewable energy and diversification with agroforestry systems, payment for ecosystem schemes, active participation in working groups, dialogue spaces.	Local	Private Sector
	Ecologic	Work with all actors in the palm oil chain in the search for joint solutions to meet the challenges and goals of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras, including those defined in the framework of the different agreements and the national goals of Honduras by 2020.	Local	Research&knowledge partner
	FENAPALMAH	Implementing partner of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras	Local	CSO - Producer Organisation
	Forestry Conservation Institute	Provide support to strengthen women and youth's lobby and advocacy capacities	Local	CSO
	FUCSA	Strategic capacity building on technical aspects of Sustainable landscape to project partners. Mapping to identify existing oil palm plantations on slopes, protected areas, fragile ecosystems, linked to INA requirements for land titling.	Local	Research&knowledge partner
	FUNDEMIQUE	Provides technical assistance - sustainable production systems	Local	CSO
	FUNDES	Strategic Knowledge partner in project to marketing chocolate, and another cocoa products for the twelve companies of REDMUCH	International	Private Sector
	Honducaribe	biodiversity monitoring system in forest patch and HCA	Local	Private Sector
	Hondupalma	Implementing partner of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras	Local	Private Sector
	Honduran Coffee Institute (IHCAFE)	Role in advocating for policies for more environmental sound and gender inclusive coffee supply chain at global level	Local	Government Agency
	Honduran Foundation for Agricultural Research (FHIA)	Development and implementation of cocoa-centric agroforestry model with a focus on substitution of oil palm on slopes and in alignment with principles of Integrated Landscape Management.	Local	Research&knowledge partner
	ICF	Validation Zero Deforestation commitments and action. To dictate, execute and propose all those measures that are considered suitable to preserve natural resources and improve the quality of life of the Honduran people. Monitoring of areas cultivated with palm oil in the AVCD framework.	Local	Government Agency
	Jaremar	Biodiversity monitoring system in forest patch and HCA. Strengthening of the gender committee	Local	Private Sector
	MiAmbiente	Improved policy for renewable energy investments, zero deforestation commitments, and climate action. GEF partnerships. Design and establishment of national policies that contribute to the conservation of forests. Member of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras.	Local	Government Agency

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Honduras	Ministry of Economic Development (SDE)	Key partner for promotion of entrepreneurial approach	Local	Government Agency
	Ministry of Environment	Improved policy for renewable energy investments, zero deforestation commitments, and climate action. GEF partnerships. Design and establishment of national policies that contribute to the conservation of forests. Member of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras.	Local	Government Agency
	Municipalidad de Olanchito	Support companies and small producers in establishing the design of policies and actions that throughout the Chain contribute to the conservation of forests, to prevent deforestation and degradation and transformation of natural ecosystems	Local	Government Agency
	National Agrarian Institute (INA)	Provides support for the land titling process of smallholders (focused on oil palm producers to fulfill RSPO certification).	Local	Government Agency
	Network of Cocoa Women Producers (REDMUCH)	In collaboration with FHIA implements cocoa-centric agroforestry model.	Local	CSO
	OLAM	Trader. Co-development of CSA coffee productivity project aligned with biodiversity connectivity improvements, payment for ecosystem services schemes, and ecotourism. Pilot landscape initiative linked to coffee supply chain. Global corporate leader on ILM.	International	Private Sector
	PALCASA	Implementing partner of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras	Local	Private Sector
	PALMASA	Implementing partner of the Voluntary Zero Deforestation Agreement in the Palm Oil value chain in Honduras	Local	Private Sector
	Presidential Commission for Climate Change	Co-financing and implementation of interventions that will lead to improved climate policy and action	Local	Government Agency
	Programa Ciudad Mujer	Gender inclusivity Coordination and collaboration	Local	Government Agency
	Proplansate	Management Janet Kaweh National Park. Policy influencing and enforcement.	Local	Research&knowledge partner
	Salama Cooperative	Research on the capacity of palm oil plantations to support biodiversity.	Local	CSO
	Telamarina	Ecotourism and research, enforcement. Collaboration on research on water quality and other research areas Mesoamerican Reef Basin.	Local	Research&knowledge partner
	Universidad Nacional Autonoma de Honduras- CURLA	Strategic knowledge partner, disseminating knowledge on Integrated Landscape Management concepts and tools to key stakeholders	Local	Research&knowledge partner
India	WEC-DOS	Co-financing project to marketing chocolate, and another cocoa products for the twelve companies of REDMUCH	Local	Government Agency
	WWF Honduras	Strategic capacity building on technical aspects of Sustainable landscape to project partners. Mapping to identify existing oil palm plantations on slopes, protected areas, fragile ecosystems, linked to INA requirements for land titling.	International	CSO
	Agriculture Finance Corporation	Partner for state and district consultations	Local	Financial Institute / Foundation
	Calcutta Leather Complex Tanners Association (CLCTA)	Partner for program implementation, Leather Association	Local	Private Sector
	Centre for Science and Environment (CSE)	Feasibility study on reuse of waste water	Local	Research&knowledge partner
	CLRI-Central Leather Research Institute (government Technical organization)	Provides technical knowledge on proven technologies for leather tanning. Work on demonstrating pilots on enzyme dehairing, Electro-oxidation; upscaling the proven business case-Waterless chrome tanning and development of leather framework.	Local	Research&knowledge partner
	Confederation of Indian Industry (CII)	Promotion of startup/ agri-business. Promoting of entrepreneurs to reuse crop residue.	Local	Private Sector
	Council for Leather Exports	Implementing partner - Brand Engagement and create market linkage for eco-friendly tanned leather	Local	Private Sector
	DCM Shriram	Match Funder and Co implementer.	Local	Private Sector

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
India	Department of MSME, Kolkata	Government organization. Provides support in implementing at cluster level	Local	Government Agency
	Government College of Engineering and Leather Technology	Provides knowledge and technical support	Local	Government Agency
	Gram Panchayat	Inclusive planning and decision making on land and water management in their respective areas	Local	Government Agency
	Indian Institute of Sugarcane Research (IISR)	Knowledge partner for water trials and research related water use efficiency.	Local	Research&knowledge partner
	Indian Leather Technologists Association	Provides knowledge and technical guidance	Local	Private Sector
	Indian Tea Association (ITA)	Convene the Asian Tea Alliance platform and support the implementation of the MoUs	Local	CSO
	International Financial Corporation (IFC)	In partnership with Solidaridad has developed agenda for piloting capacity Building on Climate-Smart Sugarcane Agriculture.	Local	Financial Institute/ Foundation
	IVRI Bareilly	Capacity building of farmers in downstream farming communities on good dairy practices	Local	Government Agency
	KLC- Kanpur Leather Cluster (KLC)	Co-leading in technical knowledge and convening leather stakeholder.	Local	Private Sector
	KWT Sragen	Members of core group of the MSP platform for a cleaner technology in leather cluster, lobby role to national government.	Local	Private Sector
	National Mission of Clean Ganga	Government organization. Provides support in implementing at cluster level	Local	Government Agency
	OHS-MCS	Capacity building of workers on Occupational Health and safety and Tannery upkeep practices	Local	Research&knowledge partner
	Phycolinc	Work on improvement of yields of downstream farming communities (whose fields are heavily affected due to the ill-treated effluent water) through bio-remediation methods	Local	Private Sector
	Royal Dutch Embassy in Delhi	Provides support to Solidaridad interface with State and Central government.	International	Royal Dutch Embassy
	Small Tanners Association	Partner for program implementation, Leather Association	Local	CSO - Producer Organisation
	Social Action for Knowledge Building and Awareness Raising (SAKAR)	Support in organizing campaign and promotion of women inclusion in decision making related to land and water management	Local	CSO
	Stahl	Knowledge and technology partner. Demonstrate eco-friendly technologies such as pickle free tanning (helps to reduce Chromium, TSS, TDS and sludge).	International	Private Sector
	Sugarcane Societies	Capacity building of farmer associations on sustainable farming and water use efficiency	Local	CSO
	Tea Board of India (Government of India)	Conducted joint research and stakeholder consultation to develop strategies and actions for improvement of sustainability in Indian tea industry. The research has been completed and a joint recommendation to the government has been made.	Local	Government Agency
	TERI University	TERI is developing the white paper on Landscape approaches for the Ganga Basin.	Local	Research&knowledge partner
	The Solvent Extractors' Association of India (SEA)	Advocacy role. Creating an enabling environment for multi-stakeholders engagement, facilitating for favorable policies for sustainable palm oil production and trade.	Local	Private Sector
	United Planters' Association of India (UPASI)	Premier representative body of buyers, sellers, processors, exporters, cooperatives and all other market intermediaries of tea coffee, rubber and spices.	Local	Private Sector
	UPLIA - UP Leather Industries association	Partner for program implementation, Leather Association	Local	Private Sector
	Uttar Pradesh Council for Sugarcane Research	Capacity building on participatory planning on water and Land management.	Local	Research&knowledge partner
	Uttar Pradesh Sugar Mills Association (UPDMA)	Promotion of new technologies for water saving.	Local	Private Sector
	Uttar Pradesh Voluntary Action Network (UPVAN)	Enabling policy environment for promotion of good agri practices	Local	Private Sector
		Support in mobilization and capacity building of NGOs of UP on climate change, and adaptation of good agri practices in Ganga basin	Local	CSO
	Godrej Agrovet Limited	Implementation partner, piloting sustainable palm oil practices with smallholders India	Local	Private Sector

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT. / LOCAL	KIND OF ORGANISATION
Indonesia	APTEHINDO (smallholder teagrowers' association in Indonesia)	Assists tea smallholders to develop formal governance structures and builds capacity for democratic decision making.	Local	CSO - Producer Organisation
	Bappeda (Regional Development Planning Board), Badan Ketahanan Pangan (Food Security Agency), and other offices	Principal stakeholder in the Marapi landscape project. These bodies are responsible to elaborate development plans, technical policies, provide technical assistance and facilitation, coordinates activities to provide, distribute and manage supply and reserve of local food.	Local	Government Agency
	Business Watch Indonesia (BWI)	Lead CSO for Sustainable Landscape Management Programme at Central Java.	Local	CSO
	Dept of Agriculture, Crops, Plantations under Ministry of Cooperatives	Consultation partners for enhancing cooperation in line with Govt strategies and needs of tea industry of Indonesia	Local	Government Agency
	Gabungan Petani Perkebunan Indonesia (plantation farmer association in Indonesia)	Assists tea smallholders to develop formal governance structures and builds capacity for democratic decision making.	Local	CSO - Producer Organisation
	GEMPIITA-Indonesia Young Farmers Movement	Implementation partner, piloting sustainable tea practices with smallholders Indonesia	Local	CSO - Producer Organisation
	Indonesia Tea Traders Association	Tea traders organisations for Indonesia. Co-implementer of the programme. They would mobilise support for the sustainability agenda within its producer members after building capacity with the aid of Solidaridad	Local	Private Sector
	Indonesian Palm Oil Board	Support trade, consumption and production of sustainable palm	Local	MSP
	Indonesian Soybean Association (AKINDO)	Represents importers, distributors, soybean farmers, tempe and tofu producers.	Local	CSO
	Indonesian Tea Board	Contributes to further development of Lestari tea standard in National Reference Group.	Local	Private Sector
	Indonesian Tea Marketing Association (ITMA)	Contributes to promote Lestari and sustainable tea product to both domestic and global market	Local	Private Sector
	Kontak Tani Nelayan Andalan (Farmers Organisation)	Implementation partner, piloting sustainable tea practices with smallholders Indonesia	Local	CSO - Producer Organisation
	KTH Kepengen Maju	Market development and increasing quality of agriculture products, business management	Local	CSO
	Lestari Foundation	They would bring in smallholders perspective and mobilise support for the sustainability agenda within its smallholder members after building capacity with the aid of Solidaridad.	Local	CSO
	Paguyuban Petani Lestari (smallholder tea growers' association in Indonesia)	Assists tea smallholders to develop formal governance structures and builds capacity for democratic decision making.	Local	CSO - Producer Organisation
	PT Agriwangi, PT Kartini Teh Nasional, PT Bhumi Tani Indonesia, PT Gunung Subur, Rumah Kemas Lestari, PT Rajawali Nusantara Indonesia, PT Perkebunan Nusantara IX, PT Sinar Sosro, PT Savis, PT Rumpun Sari Kemuning, PT Pagilaran, PT Tambi, PT Alfamidi Yogyakarta, PT Sumber Alfa Trijaya Yogyakarta	Business partner. Provide inputs from markets perspective on the tea vision document. Promote Lestari standard amongst Indonesian consumers. Promote high quality Indonesian tea in the export market.	Local	Private Sector
	Research Institute for Tea and Cinchona in Gambung, West Java	Provides technical support for the programme.	Local	Research&knowledge partner
	Royal Dutch Embassy in Jakarta	Supports policy discussions with government of Indonesia.	International	Royal Dutch Embassy
	Rumah Kemas Lestari	Business partner. Provide inputs from markets perspective on the tea vision document. Promote Lestari standard amongst Indonesian consumers. Promote high quality Indonesian tea in the export market.	Local	Private Sector
	Sourcing companies: Unilever Indonesia, Perusda Citra Mandiri Jawa Tengah and Budi Mix Farming	Purchase and process agri-products, Provide technical assistance to farmers to improve productivity and management.	Local	Private Sector
	Yayasan Jateng Berdikari	Facilitates dialogue sustainable landscape.	Local	CSO

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Japan	Central Tea Association	Strategic partners to exchange knowledge and experiences on Tea in Asia.	Local	Government Agency
Malawi	Farmer - Patrick Khembo	Provide support for knowledge, and networking and support for role as Secretariat for the Malawi National Livestock Platform.	Local	Private Sector
	Farmers Union Malawi	Key partner to organize the livestock multi-stakeholder process at national level.	Local	CSO -Producer Organisation
Malaysia	Malaysian Palm Oil Board	Support the agenda of Malaysian sustainable palm oil and smallholders	Local	Government Agency
	Bayer	Co-financing smallholder productivity pilot in Ing. Plan de San Luis	International	Private Sector
	Bonsucro	Advice on standard principles & criteria, some coordination on certification, market development, & sustainability messaging	International	Standard Body
	CNIAA (National Chamber for Sugar and Alcohol Industries Mexico)	Key partner in capacity building of sugarcane sector.	Local	Private Sector
	CNPR	Match funding & implementation of smallholder productivity pilot as well as Water. Rest. Shade	Local	CSO -Producer Organisation
Mexico	Ingenio Adolfo Lopez Mateo	Match funding & implementation of research Water. Rest. Shade and development / implementation of WE Protocol	Local	Private Sector
	Ingenio Plan de San Luis	Match funding & implementation of smallholder productivity pilot as well as Water. Rest. Shade	Local	Private Sector
	Ingenio San Nicolas	Match funding & implementation of research Water. Rest. Shade and development / implementation of WE Protocol	Local	Private Sector
	SAGARPA	Develop study to identify the costs and externalities of coffee production in key areas of Central America.	Local	Government Agency
	AAU Technical	Sustainable production systems for smallholder farmers	Local	Private Sector
	Action Aid	Contributes to development of F&V standard and joint partnership for CSO strengthening.	Local	CSO
	Agency of Development Zambezi Vally (ADVZ)	Establish a sustainable F&V value chain in Moz	Local	CSO
	Anna Chichava	Provide support for knowledge, and networking and support for role as Secretariat for the Mozambique National Livestock Platform.	Local	Private Sector
	ESSOR	Share experience on the establishment of organic standard (zero pesticide), and support research and testing pesticide residues in target crops	International	CSO
	Food and Agriculture Organization (FAO)	Co-funding (test on the MozBopa), the FAO farmers in process of MozBopa certification	International	UN Body
Mozambique	IIAM (Institute of investigation of Mozambique)	Actively collaborating in the MozBoPA Core Group meetings, providing valuable insights on the development of the MozBopa Standard.	Local	Research&knowledge partner
	INAE (Institute attached to the Ministry of Trade with the role of inspecting the economic activities throughout the country)	Contributes to development of F&V standard through insights and experience sharing. Will also most likely play an important role in inspection.	Local	Government Agency
	Ministry of Agriculture (MASA) of Mozambique	Coordinator in MSP in development of national F&V Standard.	Local	Government Agency
	Ministry of Health (INNOQ)	Contributes to development of F&V Standard.	Local	Government Agency
	NADEC (Academic Nucleus for Community Development)	Mozbopa training and support to establish fresh Hub	Local	CSO
	Royal Dutch Embassy in Maputo	Attend review meetings and contribute to advocacy efforts.	International	Royal Dutch Embassy
	Shoprite	Market linkages, offtake agreements	Local	Private Sector
	SPAR	Market linkages, offtake agreements	Local	Private Sector

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Myanmar	Confederation of Trade Unions of Myanmar (CTUM)	Support labour exchanges in Myanmar & Ethiopia by engaging regional labour & Government delegates. Engage with Gov. for advocacy & lobby. Engage with Gov. & industry associations on labour law reform in program events. Support with resources for legal counsel and advisory to assist in strategic advocacy. Support to adapt to digital communications for COVID mitigation	Local	CSO
	ILO, Myanmar	Ensure the social and the gender aspects are embedded in the NOCS, and that the policies in place support the access to training.	International	UN Body
	Industrial Workers Federation of Myanmar (IWFMM)	Support with capacity building and resources to enable improved representation of workers in grievance handling and social dialog. Support to adapt to digital communications as COVID mitigation.	Local	CSO
	Pyoe Pin	Contributes to develop the social aspects of the National Occupational Competency Standards (NOCS).	Local	CSO
	Conservation Agriculture Namibia	Key partner to organize the livestock multi-stakeholder process at national level	Local	Research&knowledge partner
Namibia	MaeatCo Foundation	Key partner to organize the livestock multi-stakeholder process at national level	Local	CSO
	Across Forest/Nicaforest	Provide technical assistance and research on market opportunities to carbon credits in the project of restoration of degraded areas with agroforestry plantation.	International	Private Sector
	Alcaldia Municipal del Rama	Environmental management	Local	Government Agency
	Banco Lafise	Execute loans from the Eco Business Fund Foundation. Funds for sustainable production	International	Private Sector
	BICU	Support the lobby and advocacy capacity of platform members	Local	CSO
Nicaragua	Cafenica	Key partner to influence national policies.	Local	CSO
	CANISLAC	Convenes dairy sector	Local	CSO
	CAPROPALMA	Convening of palm oil sector; policy influencing, communications with other sectors and government actors.	Local	CSO
	CIAT	Builds capacity of stakeholders and Solidaridad staff on technical aspects of sustainable livestock production & landscapes topics; research on climate change & silvopastorile systems.	International	CSO
	Comisión de Recursos Naturales y ambiente	Supporter of the MSP, providing an enabling environment for dialogue and key to in bed most successful solution into policies	Local	Government Agency
	FADCANIC	Facilitate the multi-stakeholder's platform and increase the capacity of platform members in the empowerment of women and youth	Local	CSO
	Fundacion Ecobusiness	Provides eco-financial resources and tools for impact monitoring	International	CSO
	Global Wildlife Conservation (GWC)	Convene the actors for the creation of the MSP Livestock Growth with Zero Deforestation	International	CSO
	Guardabarranco environmental movement	Provide environmental education and organize clean-up days with multi stakeholders	Local	CSO
	Inafor	Build capacities to execute the National reforestation plan in Nicaragua.	Local	Government Agency
	Ingenio San Antonio	Match funding & implementation of research Water. Rest. Shade and development / implementation of WE Protocol	Local	Private Sector
	INTA	Technological innovation	Local	Government Agency
	IPSA	Monitoring animal and plant health	Local	Government Agency
	MAG	Control and execution of agricultural policies in Nicaragua	Local	Government Agency
	MEFCCA	Builds capacities to improve rural livelihoods	Local	Government Agency

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Nicaragua	NITLAPAN	Convene the actors for the creation of the MSP Livestock Growth with Zero Deforestation	Local	CSO
	Rittersport and ECOM	Provision of technical knowledge and resources for establishment of model cocoa agroforestry system.	International	Private Sector
	Soluciones Climáticas	Monitoring of climatic variables and elaboration of climate bulletins for cocoa, palm and cattle management.	International	Private Sector
	Wildlife Conservation Society (WCS)	Convene the actors for the creation of the MSP Livestock Growth with Zero Deforestation	International	CSO
Nicaragua & Honduras	FUNIDES	Strategic Knowledge partner in project to marketing chocolate, and another cocoa products for the twelve companies of REDMUCH	International	Private Sector
	Henkel	Key private partner co-financing the project, involved in the platform, shares knowledge and engages market.	International	Private Sector
	RSPO (Secretariat and Technical Representative in Ecuador)	Advice on National Interpretation, P&C, jurisdictional certification	International	Standard body
	Agronomy School	Provides technical assistance and training for the local team, extensionists and farmers.	Local	Research&knowledge partner
Paraguay	Cooperative Colonias Unidas	Contributes with valuable input on sustainable development in the Paraguayan soy value chain. Share knowledge and information towards the development of good relations between civil society and soy producers.	Local	Private Sector
	Cooperative Unicoop	Contributes with valuable input on sustainable development in the Paraguayan soy value chain. Share knowledge and information towards the development of good relations between civil society and soy producers.	Local	Private Sector
	Credito Agrícola de Habitación (CAH)	Participate in the MSP meetings, contribute with financial products according to the needs of the beneficiaries, training in financial education to all involved in the project	Local	Financial Institute / Foundation
	Guayra Paraguay (IUCN)	Exchange and learnings with producers. Producers will be able to visit model farms and learn about Climate Smart Beef Technologies	Local	CSO
	INBIO	Contributes with valuable input on sustainable development in the Paraguayan soy value chain.	Local	Research&knowledge partner
	Ministry of Agriculture	Provides information on beef and dairy production best practices to increase productivity	Local	Government Agency
	Municipality of Irala Fernández	Contributes with match funding in kind to the pilot projects, Participate and lead the MSP meetings, Technical Assistance and monitor pilots.	Local	Government Agency
	Paraguayan Institute of Agrarian Technology – IPTA	Contributes with match funding in kind to the project, Participate in the MSP meetings, Provides plots for other studies within its facilities, provides machinery and equipment.	Local	Research&knowledge partner
Peru	President Hayes Governorate	Contributes with match funding to the project, Participate in the MSP meetings, Monitor the execution of pilots. Monitor the investments done.	Local	Government Agency
	WWFPY	Provides with accurate maps of the Municipality of Irala Fernandez and the situation of forest, roads, stakeholders and beneficiaries.	Local	CSO
	National Board of Coffee (JNC)	Key partner to influence national policies	Local	CSO
	African Farmers' Association of South Africa (AFASA)	Organize farmers groups into regional commodity focused platforms.	Local	CSO - Producer Organisation
South Africa	Agroecology South Africa Platform	Coalition of CSOs, Academics, Farmer organisations (19 CSO/PO/Academic organisations) focussing on Agroecology, policy, research, practice, education and training) Provincial work groups	Local	CSO
	Deciduous Development Fruit Chamber	Advisory role; Linkages to Smallholder horticulture farmers	Local	Government Agency
	Department of Agriculture, National Marketing Forum	Advisory role; Linkages to government programmes and directorates through the MSP platforms.	Local	Government Agency

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
South Africa	ICCO	Advisory and implementation support for practical implementation of Farming Solution toolkit	International	CSO
	LIMA Development Foundation	Advisory & implementation support for practical implementation of Farming Solution toolkit	Local	CSO
	National Emergent Red Meat Producers' Organisation (NERPO)	EPE G&C - Livestock Global to Local agenda (REC SAF component) [#1765]	Local	CSO - Producer Organisation
	Produce Marketing Association Southern Africa	Advisory role: To connect, inform and deliver industry solutions that expand business opportunities and increase sales and consumption in fresh produce.	Local	CSO
	Southern Africa Confederation of Agricultural Unions (SACAU)	Organize regional farmers groups into regional commodity focused platforms.	Local	CSO coalition
	Southern Africa Trust	Collaboration on regional policy processed	Local	CSO
	Technoserve	Advisory role, supporting linkages to F&V stakeholders, partners in food solutions	International	Research&knowledge partner
South Africa & Zambia	WWF South Africa	Support strategy to harmonise and integrate entry-level standards for F&V in South Africa.	Local	CSO
	Global GAP	Advisory, facilitation and local gap development support	International	Standard body
Sri Lanka	Sri Lanka Tea Board	Strategic partners to exchange knowledge and experiences on Tea in Asia.	Local	Government Agency
Tanzania	African Wildlife Foundation	Sharing of lessons and success factors from the Kilombero landscape multi-stakeholder platform.	International	CSO
	AgriProFocus	AgriProFocus will be instrumental in organizing the stakeholders and forums for dialogue, knowledge development and dissemination under the AfricaGAP Programme.	International	CSO
	Agrihamani	Facilitates value addition for agro-cultural products to enhance nutrition in communities.	Local	CSO
	Arusha Meat	Market uptakers for livestock for meat processing.	Local	Private Sector
	Arusha Municipal Community Foundation	Conduct capacity building to partners CSOs, producer organizations and cooperatives on alternative livelihood activities as well as establishment of community forests in Arusha region, Meru district	Local	CSO
	Arusha National Parks	Support with technical knowledge on conservation and natural resource management.	Local	Government Agency
	Community Economic Development and Social transformation,	Knowledge and networking support for their lobbying and advocacy work.	Local	CSO
	Community Support Initiative Tanzania	Knowledge and networking support for their lobbying and advocacy work.	Local	CSO
	CRDB Bank	To support capacity building on financial literacy, provision of loan facilities to producer organization.	Local	Financial Institute / Foundation
	District Councils (Hai, Moshi Rural, Meru, Rombo, Longido, and Monduli)	Responsible for identification of priority areas for implementation of SLI solutions, facilitation of access to communities, and areas and provision of expert staff in relevant thematic areas. Support in capacity building and district fora dialogues.	Local	Government Agency
Tanzania	Enduimet Wildlife Management Area	Is an authorized entity & CSO formed under the law to manage wildlife, conservation in the west of Kilimanjaro. It is an agency for implementing SLI solutions as regards livestock value chain. A beneficiary of capacity building and land and resource use planning.	Local	CSO
	Enriching Skills Action Research Tanzania	Conduct capacity building to partners CSOs, producer organizations and cooperatives on gender inclusivity using a GALs methodology as well as establishment of community forests in Kilimanjaro region and part of Longido district	Local	CSO

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Tanzania	Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP)	Collaborate in ensuring food safety in Tanzania through finalizing the draft standard and support piloting of the drafted standards	International	CSO
	Frigocane	Knowledge and networking support for their lobbying and advocacy work.	International	Private Sector
	Hai Beekeeping Cooperative	Buying honey from farmers and support capacity building on beekeeping.	Local	CSO - Producer Organisation
	Horticulture Training Institute	To support with technical knowledge on horticultural crops production	Local	Government Agency
	Internal Drainage Basin Water	To support with technical knowledge on water resources management and lobbying and advocacy for policy improvement in water sector	Local	Government Agency
	Kilimanjaro Consultancy and Certification	Knowledge and networking support for their lobbying and advocacy work.	Local	Private Sector
	Kilimanjaro National Parks	To support with technical knowledge and advice on conservation	Local	Government Agency
	Livestock Training Institute	To conduct training and technical advice on rangeland management and best practices for livestock production	Local	Government Agency
	Longido Community Development Organization (LCDO)	To conduct capacity building trainings on water resources management and water harvesting.	Local	CSO
	Ministry of Agriculture	Support with technical knowledge on agriculture and policy improvement	Local	Government Agency
	Ministry of Land and Settlement Development	Policy developments for supporting land use planning in the country	Local	Government Agency
	Ministry of Natural Resources	To support technical knowledge on natural resources management and policy improvement	Local	Government Agency
	Muungano wa Vikundi vya wakulima Tanzania	Knowledge and networking support for their lobbying and advocacy work.	Local	Government Agency
	MUVIKIHO	Collaborate in ensuring food safety in Tanzania through finalizing the draft standard and support piloting of the drafted standards	Local	CSO - Producer Organisation
	National Land Use Planning Commission	To conduct land use planning for selected villages.	Local	Government Agency
	National Ranching Company Ltd	To support with technical knowledge on livestock management	Local	Government Agency
	NMB Bank	To support capacity building on financial literacy, provision of loan facilities to producer organization.	Local	Financial Institute / Foundation
	Oikos	To support conservation activities in the landscape	International	CSO
	Olmotonyi forests institute	To support with technical knowledge on forests management	Local	Government Agency
	Pastoral Women's Council	To support capacity building on gender in Maasai community.	Local	CSO
	Regional Authorities of Kilimanjaro and Arusha	Main policy and operational government institutions in the landscape. Support in providing policy interpretation for relevant sectors and themes in the landscape. Of specific focus were land use plans, water, food security and agriculture.	Local	Government Agency
	Rikolto East Africa	Collaborate in ensuring food safety in Tanzania through finalizing the draft standard and support piloting of the drafted standards	Local	CSO
	Royal Dutch Embassy in Dar es Salaam	Support in making linkages at national government level.	International	Royal Dutch Embassy
	Serengeti Fresh	Knowledge and networking support for their lobbying and advocacy work.	International	Private Sector
	Sokoine University of Agriculture	To conduct research, training and technical advice on rangeland management and conservation	Local	Research & knowledge partner

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Tanzania	Southern Agricultural Growth Corridor of Tanzania (SAGCOT) Centre Ltd	Institution established in the southern highlands of Tanzania. Shares experiences on landscapes and investments, government investment plans. The southern highlands are potential candidate for scaling up the SLI approach in Tanzania.	Local	CSO coalition
	Tanzania Bureau of Standards (TBS)	Nominated to lead the process of development of a National Food Safety standard that will enhance quality produce of fruits and vegetables	Local	Government Agency
	Tanzania Coffee Research Institute	To conduct research and technical advice and trainings on coffee farming	Local	Research&knowledge partner
	Tanzania Environmental Action Association	To conduct capacity building trainings in tree nurseries establishment and management.	Local	CSO
	Tanzania Forests Services	To support agroforestry activities in the landscape	Local	Government Agency
	Tanzania Horticultural Association (TAHA)	Collaborate in ensuring food safety in Tanzania through finalizing the draft standard and support piloting of the drafted standards	Local	CSO - Producer Organisation
	Tanzania Meteorological Agency	To support with provision of weather forecast information which helps the community and livestock keepers to decide on wisely on their actions	Local	Government Agency
	Tanzania National Parks	To support with technical knowledge and advice on conservation	Local	Government Agency
	The Nature Conservancy	To support conservation activities in the landscape	International	CSO
	Ujamaa Community Resource Team (UCRT)	To support conducting rangeland management activities.	Local	CSO
	Usambara Lishe Trust	Collaborate in ensuring food safety in Tanzania through finalizing the draft standard and support piloting of the drafted standards	Local	CSO
	Café Africa	Co-convenor of the newly to be established national coffee platform	Local	Private Sector
	Homeveg	Knowledge and networking support for their lobbying and advocacy work.	International	Private Sector
	Lerang'wa Nature Conservation	Support agroforestry activities in Longido area	Local	CSO
	Puff Ader General Supply	Provision of materials in beekeeping value chain and interested in capacity building to groups in beekeeping	Local	Private Sector
	Tanzania Coffee Association - The Northern zone coffee platform	Provides the dialogue platform for the east and south side of the Kilimanjaro landscape project	Local	MSP
	Tanzania Natural Resources Forum	Technical partner providing information of policy gaps and possible intervention areas in livestock producing regions. They also sit in the Regional policy dialogue platform	Local	CSO coalition
the Netherlands	Volcafé	Key partner to provide market access	Local	Private Sector
	Aflatoun	Co-developed a Smallholder Academy for palm oil smallholders.	International	CSO
	Aidenvironment	End of Programme Evaluation AfC	International	Research&knowledge partner
	Both Ends	Through RSPO membership exchange expertise in specific technical areas in palm oil. We bundle complementary forces and policy influencing power, to achieve L&A outcomes.	International	CSO
	Butterfly Works	Production of gender e-learning modules for Solidaridad and partners.	International	Research&knowledge partner
	Cocoa Barometer consortium	Consortium partner Joint development of 2020 Barometer and related consultation papers with CSO consortium	Local	CSO coalition

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
the Netherlands	De Natuurverbodbeelaars	Joint development of Community of Practice for Europe based agribusiness professionals to explore private sector opportunities to invest in positive impact at landscape scale and make the beyond certification agenda tangible in concrete cases	International	Private Sector
	EPOA	Collaborate to advocate for legislation wrt to sustainable palm imports. Develop ideas how corporates can support landscape level investments.	International	Private Sector
	Fair and Sustainable Advisory Services (FSAS)	Key partner supporting development of gender materials and trainings for gender capacity building across programmes	International	Research&knowledge partner
	Gold Covenant signatories, including NGO's and government (Unicef, Stop Child Labor Coalition, MFA)	Joint lobby and leverage to existing and potential covenant parties and other stakeholders. Team-up in working groups and steering committee to steer progress.	International	CSO
	Human Rights Watch and CSO supporters of HRW's campaign	HRW campaigns against RJC and jewellery brands; Informal knowledge exchange and strategic alignment of lobby goals and timing	International	CSO
	IDH	Collaborate to advocate for sustainable palm oil consumption and production & advocate for legislation Support and jointly advocate for legislation.	International	CSO
	India Committee of the Netherlands, HIVOS, Stop Child Labour, Four Paws and UNICEF	Worked together towards input for Agreement on Sustainable Garments and Textiles (covenant)	Local	CSO coalition
	KIT	Consultant in AFC/PFC Mid Term Review	International	Research&knowledge partner
	Max Havelaar, Cordaid, the Responsible Mining Index, IUCN	Co-development of learning and knowledge sharing tools	International	CSO coalition
	MDF	Lead consultant in AFC/PFC Mid Term Review	International	Research&knowledge partner
	MVO Productschap Margarine & Vetten	Collaborate to advocate for legislation wrt to sustainable palm imports. Develop ideas how corporates can support landscape level investments.	Local	CSO
	Oxfam	Through RSPO membership exchange expertise in specific technical areas in palm oil. We bundle complementary forces and policy influencing power, to achieve L&A outcomes.	International	CSO
	Studio GearUP	Research assignment and scoping on green carbon feedstocks for biobased economy to meet the dual need for landscape restoration and access to sustainable energy and building material.	International	Private Sector
	Sustainable Palm Oil Choice Network - SPOC	New coalition advocating to have more real palm communication to amplify each others stories	International	CSO Coalition
	UNFCCC Fashion Climate charter	Under the auspices of UN Climate Change, fashion stakeholders worked during 2018 to identify ways in which the broader textile, clothing and fashion industry can move towards an holistic commitment to climate action. They created the Fashion Industry Charter for Climate Action which contains the vision to achieve net-zero emissions by 2050. The Fashion Industry Charter was launched at COP24 in Katowice, Poland, in December 2018.	International	UN Body
	VOICE Network	Consortium partner; Joint development of 2020 Barometer and related consultation papers with CSO consortium	Local	CSO
Uganda	WWF	Collaborate to advocate for sustainable palm oil consumption and production & advocate for legislation Support and jointly advocate for legislation. Increasing credibility of the message.	International	CSO
	African Center for Agro-Ecology and Livelihood Systems (ACAELIS)	Test and prove good practices and concepts in the agro-ecological framework.	Local	Research&knowledge partner
	East Africa Civil Society Organization form (EACSOF)	Sustainable tea production.	Local	CSO
	Forum for women in democracy (FOWODE)	Sustainable tea production.	Local	CSO

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Uganda	Gorilla Conservation Coffee	Leading in developing the coffee business case	Local	Private Sector
	Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	guidance on agriculture development and member of the multi stakeholder steering group	Local	Government Agency
	National Agricultural Research Organization, specifically their National Crops Resources Research Institute (NaCCRI)	Implementation partner for the good practices and identified supply chains.	Local	Government Agency
	National Forestry Authority	To influence for policy framework & joint proposal development for implementation of the policy frameworks.	Local	Government Agency
	National Organic Agricultural Movement Uganda (NOGAMU)	Test and prove good practices and concepts in the agro-ecological framework.	Local	CSO
	Rwebitaba Zonal Agricultural Research and Development Institute	Provide support on the development of organic and green tea best practices and dialogue with the tea sector	Local	Research&knowledge partner
	Satelligence	Development of satellite data systems to be used to detect invasive weeds.	International	Research&knowledge partner
	Uganda Fruits and Vegetables Exporters and Producers Association	Rallying association members on sustainable F&V industry in Uganda.	Local	Private Sector
	Uganda Tea Association (UTA)	Strategic partner actively working in the development and implementation of National Tea Policy.	Local	Private Sector
	Uganda Tea Industry Steering Committee (part of the National Steering Committee)	Develops and presents to the Government the position roadmap to revitalize the tea sector through policy implementation and practices.	Local	Private Sector
United Kingdom/ France	Uganda Wildlife Authority (UWA)	To influence for policy framework & joint proposal development for implementation of the policy frameworks.	Local	Government Agency
	UTZ Certified/ Rain Forest	Sustainable tea production, starting with gap analysis and training during 2019. We cost shared as sustainable Tea workshop in Fort Portal 4th quarter 2019	International	Standard body
	Wageningen University & Research	Development of satellite data systems to be used to detect invasive weeds.	International	Research&knowledge partner
	Ecom Agroindustrial Corporation Ltd.	We are working together on developing long-term cocoa financing for farmers in West-Africa.	Local	Private Sector
	Althelia/Mirova	Jointly work on landscape financing models that take a holistic investment approach with special focus on natural capital.	International	Financial Institute / Foundation
USA	ANDE	Network of private sector, NGOs and financial institutions to raise awareness and opportunities for entrepreneurship in developing countries. Specific attention for Small Growing Business which are closely linked to the missing middle in Agriculture. Technical assistance; Support capacity building around local standard and support adoption of standard	International	Financial Institute / Foundation
Zambia	AgriProFocus	Technical support and implementation Partner in establishing rural bee keeping pilot	International	CSO
	Apimondia- Southern Africa	Promote equitable pro-poor trade policies and practices in Zambia	International	CSO
	Centre for Trade Policy and Development (CTPD)	Leading Conservation Agriculture/Community Supported Agriculture and technical inputs in business cases and advocacy	Local	CSO
	CFU	Support from a consumer perspective for a local GAP	Local	CSO
	CUTS International	Providing market to Fish farmers and training in Fish Management. Support to smallholder veg farmers	Local	Private Sector
	Essential Commodities	Facilitate the formation of Community Natural Resource Management Committees and tree planting. (LI in Mazabuka) and support with stakeholder analysis Technical expertise on development of local Zambia health and safety standard for F&V	Local	Private Sector
	Green Living Movement		Local	CSO

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Zambia	HIVOS Southern Africa Hub: Zambia	Promote sustainable food, women empowerment and youth integration in Agriculture	International	CSO
	ICRAFT	Technical support in the river restoration programme.	International	CSO
	Indaba Agricultural Policy Research Institute (IAPRI)	Technical knowledge and research partners	Local	CSO
	Kasiri Agriculture Training Centre	Provides training to lead farmers on Sustainable organic Agriculture.	Local	CSO
	Mazabuka Municipal Council	Hosting and chair of the MSP platform, convene meetings and facilitates interaction and linkages between stakeholders.	Local	Government Agency
	Ministries of Fisheries and Livestock	Policy review and improvement. Co develop funding proposals for implementation of identified pilots.	Local	Government Agency
	Ministry of Agriculture	Implementing partner for baseline study for local Zambia health and safety standard development	Local	Government Agency
	Ministry of Chiefs and Traditional Affairs and local Traditional Authorities	Supporting establishment of Community Natural Resource Management Committees.	Local	Government Agency
	Ministry of Commerce Trade and Industry, Domestic & Trade	Support towards a local gap for Zambia	Local	Government Agency
	People's Action Forum (PAF)	Monitoring agent for the Steering Committee of the Mazabuka Multi-Stakeholder Platform. Gender and Youth empowerment support.	Local	CSO
	Royal Dutch Embassy in Lusaka	Attend review meetings and contribute to advocacy efforts.	International	Royal Dutch Embassy
	SUN Alliance	Collaborate in ensuring food safety	Local	CSO
	University of Zambia, Food Science & Nutrition Dept. Lusaka	Advisory, knowledge and research	Local	Research&knowledge partner
	Water Resource Management Authority (WARMA)	Partner in conducting rapid hydrological assessments for the lower Kafue Basin and establishing the Kaleya and Magoye Water User Associations.	Local	Government Agency
	Women for Change	Ensuring women needs and interests are incorporated and maintained in all program action. Lobby and advocacy for good tenure and landscape management.	Local	CSO
	World Fish Centre	Technical Research on sustainable Aquaculture and fish management and joint resource mobilisation.	International	CSO
	WWF Zambia	Member of the Mazabuka Multi - Stakeholder Platform and member of the Fisheries Technical Working Group. Supporting efforts focused on improved fish management in the Kafue Basin.	International	CSO
	Young Emerging Farmers Initiative (YEFI)	Support on youth in Agricultural entrepreneurs, Vocational training & Financial literacy. Also partner in the Solidaridad/YEFI REVolving credit initiative.	Local	CSO
	Zambia Bureau of Standards	Technical and legislative support on product specification and standard	Local	Government Agency
	Zambia Civil Society Scaling up Nutrition Alliance (Zambia CSO-SUN Alliance)	Raise the profile of nutrition on the national development agenda	Local	CSO
	Zambia Land Alliance (ZLA)	Promote fair land policies, laws and practices	Local	CSO
Zambia	Zambia National Farmers Union	Coordination and organisation of farmers, lobbying and advocacy for SLM.	Local	CSO - Producer Organisation
	Zambian Governance Foundation (ZGF)	Support civil society to engage in policy processes	Local	CSO
	Caritas Zambia	Capacity building of local livelihoods on improved community involvement in natural resource exploitation and climate adaptation initiatives and advocating for gender equality. Conducted Gender audit in Mazabuka Landscape	Local	CSO
	Global Environmental Finance (GEF)-UNDP	Implementing partner on National park conservation	International	UN Body
	Grassroots Trust	Technical expertise on Holistic land Management	Local	CSO

OVERVIEW OF PARTNERS AND PARTNERSHIPS

COUNTRY	PARTNER	ROLES AND TASKS	INT./LOCAL	KIND OF ORGANISATION
Zambia	Holland GreenTech Zambia	Advisory and implementation support	International	Private Sector
	Ingesta Food Safety Systems & Dew Fresh Products LTD	Support towards a local gap for Zambia and market provision	Local	Private Sector
	Lusaka City Council	Implementing partner for baseline study for local Zambia health and safety standard development	Local	Government Agency
	Majoru Investments	Technical expertise, and off-taker.	Local	Private Sector
	Small Scale Farmers Union	Coordinator of the SARRSB table in Zambia	Local	CSO - Producer Organisation
	Women Groups – Mazabuka District Women Association	Ensuring women needs and interests are incorporated and maintained in all program action. Lobby and advocacy for good tenure and landscape management	Local	CSO
	Coopers Zimbabwe	Technical expertise in disease control and supplier of drugs and chemicals	Local	Private Sector
Zimbabwe	Makera Cattle	Coordinator of the SARRSB table in Zimbabwe	Local	Private Sector
	Royal Dutch Embassy in Harare	Attend review meetings and contribute to advocacy efforts.	International	Royal Dutch Embassy
	Zimbabwe Farmers Union ZIMGAP	Key partners to organize the livestock multi-stakeholder process at national level	Local	CSO

ANNEX 5

CAPACITY ENHANCEMENT SUPPORT PER PARTNER

CAPACITY ENHANCEMENT SUPPORT PER PARTNER

COUNTRY OF IMPLEMENTATION	NAME OF CSO / PRODUCER ORGANISATION SUPPORTED	KIND OF STAKEHOLDER (CSO / PRODUCER ORGANIZATION / GOVERNMENT)	WHAT KIND OF SUPPORT HAS BEEN PROVIDED BY SOLIDARIDAD IN 2019? (KNOWLEDGE, NETWORKS, TECHNOLOGY, EXCHANGE VISITS, ETC)	PURPOSE OF CAPACITY ENHANCEMENT SUPPORT		
				CAPACITY TO ANALYSE, MONITOR, LEARN	CAPACITY TO MEANINGFULLY PARTICIPATE IN DIALOGUE	CAPACITY TO PLAN AND EXECUTE
Argentina	AAPRESID	Producer Organization	Financial means, knowledge, networks, exchange visits	x	x	
	Asociacion Civil Union y Progreso	Producer Organization	Knowledge, networks, Lobby & advocacy skills, Inter-institutional relationship, exchange visits	x	x	
	Cooperativa Acopiadores Arg Federados (CAAF)	Producer Organization	Exchange visits, networks, knowledge	x	x	
	Proyungas	CSO	Knowledge, networks, Lobby & advocacy skills, Inter-institutional relationship, exchange visits	x	x	
Bangladesh	Bangladesh Shrimp and Fish Foundation	CSO	Logistics and knowledge sharing to mobilize the policy makers for policy changes		x	
	BFFEA	CSO	Support to develop responsible sourcing mechanism and improving social compliance for the processing factories			x
	Shrimp Hatchery Association of Bangladesh (SHAB)	CSO	Capacity development to implement best practices in Hatcheries by implementing SOP.			x
	ANAO	Producer Organization	Financial support, knowledge, networks, Lobby & advocacy skills Inter-institutional relationship.	x	x	x
Bolivia	AVINA	CSO	Knowledge, networks, Lobby & advocacy skills. Inter-institutional relationship.	x	x	
	FAN	CSO	Knowledge, networks, lobby & advocacy skills.	x	x	
	Federación Regional de Cooperativas Auríferas (FERRECO)	Producer Organization	Financial means, knowledge, networks, Lobby & advocacy skills.		x	
	Federación Regional de Cooperativas Auríferas del Norte de la Paz (FECOMAN)	Producer Organization	Financial means, knowledge, networks, Lobby & advocacy skills.		x	
	Mining Cooperative FEDECOMINLP	Producer Organization	Financial means, knowledge, networks, Lobby & advocacy skills.		x	
	Red de Mujeres y Minería (Woman and Mining Network)	Producer Organization	Financial means, knowledge.		x	
Colombia	AMCECAFÉ	Producer Organization	Technical knowledge on CSA; capacity to address gender issues, develop gender strategies at national level and showcase this work within national spaces. Please note that FNC is beneficiary regarding gender and CSA but partner on other thematic areas.	x	x	x
	ASOMUCAOCC	Producer Organization	Technical knowledge on CSA; capacity to address gender issues, develop gender strategies at national level and showcase this work within national spaces. Please note that FNC is beneficiary regarding gender and CSA but partner on other thematic areas.	x	x	x
	FNC	Producer Organization	Technical knowledge on CSA; capacity to address gender issues, develop gender strategies at national level and showcase this work within national spaces. Please note that FNC is beneficiary regarding gender and CSA but partner on other thematic areas.	x	x	x
	Grupo Veredal La Española	Producer Organization	Technical knowledge on CSA; capacity to address gender issues, develop gender strategies at national level and showcase this work within national spaces. Please note that FNC is beneficiary regarding gender and CSA but partner on other thematic areas.	x	x	x
Ethiopia	CETU	CSO	Advisory; Financial assistance to support internal capacity building	x	x	x
Ghana	Artisanal and Small Scale Mining Africa Network	CSO	The organisation was also given technical support in their offices to further build their capacity in the implementation of advocacy action plans.			x
	Asempaneye Tree Planters Association	Producer Organization	The group were supported in the following programmes: Gender training, lobby and advocacy training.	x	x	x
	Civic Response	CSO	Capacity building in advocacy	x	x	
	COLANDEF	CSO	Capacity building in advocacy	x	x	

CAPACITY ENHANCEMENT SUPPORT PER PARTNER CONTINUATION

COUNTRY OF IMPLEMENTATION	NAME OF CSO / PRODUCER ORGANISATION SUPPORTED	KIND OF STAKEHOLDER (CSO / PRODUCER ORGANIZATION / GOVERNMENT)	WHAT KIND OF SUPPORT HAS BEEN PROVIDED BY SOLIDARIDAD IN 2019? (KNOWLEDGE, NETWORKS, TECHNOLOGY, EXCHANGE VISITS, ETC)	PURPOSE OF CAPACITY ENHANCEMENT SUPPORT		
				CAPACITY TO ANALYSE, MONITOR, LEARN	CAPACITY TO MEANINGFULLY PARTICIPATE IN DIALOGUE	CAPACITY TO PLAN AND EXECUTE
Ghana	Datano Tree Planters and Business Association	Producer Organization	The group were supported in the following programmes: Gender training, lobby and advocacy training.	x	x	x
	Ecocare Ghana	CSO	Capacity building in advocacy	x	x	
	Ellukrom farmers association	Producer Organization	The group were supported in the following programmes: Gender training, lobby and advocacy training.	x	x	x
	Ghana National Association of Small Scale Miners (GNASSM)	Producer Organization	Knowledge and networking skills.		x	x
	Kunkumso Business Farmers Association	Producer Organization	The group were supported in the following programmes: Gender training, lobby and advocacy training.	x	x	x
	Sefwi Wiawso Settler Farmers Association	Producer Organization	Knowledge and networking skills.	x	x	x
	Women in Mining	CSO	A training programme was organized in the development and implementation of advocacy action plans. The organisation was also given technical support in their offices to further build their capacity in the implementation of advocacy action plans.			x
	AMUCAFEEH	Producer Organization	Gender knowledge and exchange	x	x	
	Conacafe	Producer Organization	Capacity to address gender issues, develop gender strategies at national level and showcase this work within the platforms.		x	x
	Rikolto	CSO	Knowledge about the scope of gender at the level of the coffee production chain Finance and dialogue spaces	x	x	
Honduras	AIPAH	CSO	Knowledge updated about RSPO.	x		
	AMALANCETILLA	Producer Organization	Knowledge about Integrated Landscape Management: gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	AMUCALAY	Producer Organization	Knowledge about Integrated Landscape Management: gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	AMUCHOSAC	Producer Organization	Knowledge about Integrated Landscape Management: gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	ASOPROCCAN	Producer Organization	Knowledge about Integrated Landscape Management: gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	Buen Amanecer	Producer Organization	Knowledge about Integrated Landscape Management: gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	CAFEL	Producer Organization	Knowledge about Integrated Landscape Management: gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	Cámara de Turismo de La Ceiba	CSO	Knowledge about integrated landscape management Network with key stakeholders	x	x	x
	COAVEL	Producer Organization	Knowledge about Integrated Landscape Management: gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x

CAPACITY ENHANCEMENT SUPPORT PER PARTNER CONTINUATION

COUNTRY OF IMPLEMENTATION	NAME OF CSO / PRODUCER ORGANISATION SUPPORTED	KIND OF STAKEHOLDER (CSO / PRODUCER ORGANIZATION / GOVERNMENT)	WHAT KIND OF SUPPORT HAS BEEN PROVIDED BY SOLIDARIDAD IN 2019? (KNOWLEDGE, NETWORKS, TECHNOLOGY, EXCHANGE VISITS, ETC)	PURPOSE OF CAPACITY ENHANCEMENT SUPPORT		
				CAPACITY TO ANALYSE, MONITOR, LEARN	CAPACITY TO MEANINGFULLY PARTICIPATE IN DIALOGUE	CAPACITY TO PLAN AND EXECUTE
Honduras	Cooperativa Coagriscal	Producer Organization	Development of skills on elaborating the Impact Investment proposals in cocoa sector	x	x	x
	Cooperativa Salamá	Producer Organization	Research on the capacity of palm oil plantations to support biodiversity (Pilot project implementation). A preliminary study of energetic sources identification by means of improvement of Sustainable Landscapes	x	x	x
	COPROASERSO	Producer Organization	Knowledge about Integrated Landscape Management, gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	Cuero y Salado	CSO	Knowledge about Integrated Landscape Management, gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	Ecologic	CSO	Knowledge about gender approach at landscape level, landscape management	x	x	
	El Paraiso	Producer Organization	Knowledge about Integrated Landscape Management, gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	Federación Nacional de Asociaciones de Palma Africana de Honduras (FENAPALMAH)	Producer Organization	Knowledge about terms in integrated landscape management and the use of tools. Knowledge updated about RSPO. Network dialogue with private actors.	x	x	
	FUCSA	CSO	Knowledge about terms in integrated landscape management and the use of tools. Knowledge update about RSPO. Network dialogue with private actors.	x	x	x
	FUDEMIQUE	CSO	Knowledge about terms in integrated landscape management and the use of tools. Knowledge update about RSPO. Network dialogue with private actors.	x	x	x
	MUCA	Producer Organization	Knowledge about Integrated Landscape Management, gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	PROLASANTE	CSO	Knowledge about Integrated Landscape Management, gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	REDMUCH	CSO	Knowledge about Integrated Landscape Management, gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	Ruta del Cacao	Producer Organization	Knowledge about Integrated Landscape Management, gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
	Tesoro Maya	Producer Organization	Knowledge about Integrated Landscape Management, gender inclusion, RSPO P&C (National Interpretation), Financial tools for landscape. Strengthening of decision making skills, leadership, writing skills for proposals, and use of the National Forestry Information Management and Monitoring System (SIGMOF).	x	x	x
India	IPARW	CSO	Capacity building to undertake advocacy goal setting, planning and implementation. Facilitate participation in multi-stakeholder consultations.		x	
	National Federation of Smallholder Tea Growers Association (NFS TGA)	Producer Organization	Capacity to develop acceptable framework of sustainability in tea for Asia region			x

CAPACITY ENHANCEMENT SUPPORT PER PARTNER CONTINUATION

COUNTRY OF IMPLEMENTATION	NAME OF CSO / PRODUCER ORGANISATION SUPPORTED	KIND OF STAKEHOLDER (CSO / PRODUCER ORGANIZATION / GOVERNMENT)	WHAT KIND OF SUPPORT HAS BEEN PROVIDED BY SOLIDARIDAD IN 2019? (KNOWLEDGE, NETWORKS, TECHNOLOGY, EXCHANGE VISITS, ETC)	PURPOSE OF CAPACITY ENHANCEMENT SUPPORT		
				CAPACITY TO ANALYSE, MONITOR, LEARN	CAPACITY TO MEANINGFULLY PARTICIPATE IN DIALOGUE	CAPACITY TO PLAN AND EXECUTE
India	Small Tanners Association	Producer Organization	Support to represent their interests and challenges prevailing in the landscape towards the key government stakeholders by providing them equal representation at various important forums and stakeholder discussions		x	
	Social Action for Knowledge Building and Awareness raising (SAKAR)	CSO	Development of training modules and tools Training and Capacity Building		x	x
	Sugarcane Societies	CSO	Support to represent their interests and challenges prevailing in the landscape towards the key government stakeholders by providing them equal representation at various important forums and stakeholder discussions		x	
	Uttar Pradesh Voluntary Action Network (UPVAN)	CSO	Organising campaign, advocacy, lobby and networking.		x	
	41 Tea Producer Organisations	Producer Organization	Strengthen the knowledge and skills of farmers on good tea quality and taste as well as their bargaining position in the tea supply chain as well as advocacy to policy of government as well business sector.		x	x
Indonesia	6 local grass roots organisations	CSO	Strengthened through knowledge and skills about different approaches of sustainable landscape and to facilitate alignment of integrated landscape management with local development, convening multi-stakeholder dialogues, advocating issues of marginalized groups, strengthen local organisations and influencing government's social and environmental policies and active participation in MSP		x	x
	Business Watch Indonesia	CSO	Support to effectively participate in MSP processes and dialogues as well as to further strengthen the to analyse and monitor the participation processes of the different stakeholders	x	x	
	FKPD (Forum Komunikasi Pendamping Desa - the Village Facilitators Communication Forum) of Central Java,	CSO	Strengthened through knowledge and skills about different approaches of sustainable landscape and to facilitate alignment of integrated landscape management with local development, convening multi-stakeholder dialogues, advocating issues of marginalized groups, strengthen local organisations and influencing government's social and environmental policies and active participation in MSP		x	
	GEMPIA (Gerakan Petani Muda Indonesia - Indonesia Young Farmers Movement	Producer Organization	Strengthened through knowledge and skills about different approaches of sustainable landscape and to facilitate alignment of integrated landscape management with local development, convening multi-stakeholder dialogues, advocating issues of marginalized groups, strengthen local organisations and influencing government's social and environmental policies and active participation in MSP		x	x
	HK TI of Central Java	Producer Organization	Support to effectively participate in MSP processes and dialogues as well as to further strengthen the capacities of community and farmers on the principles of sustainable landscape.		x	x
	Indonesian Tea Marketing Association	CSO	Knowledge on sustainable tea concept and assisting to develop program on sustainable tea			x
	Kontak Tani Nelayan Andalan	Producer Organization	Support to effectively participate in MSP processes and dialogues as well as to further strengthen the capacities of community and farmers on the principles of sustainable landscape.		x	x
	Merapi and Merbabu Farmers Association (PPM)	Producer Organization	Support to effectively participate in MSP processes and dialogues as well as to further strengthen the capacities of community and farmers on the principles of sustainable landscape.		x	x
	"Yayasan Jateng Berdikari"	CSO	Knowledge and skills about sustainable landscape management approaches, Network Building sharing of information, experiences and best practices and capacities for organizing pilots.			x
	Cooperative of AgroFair producers	Producer Organization	Advice and funds to participate in WBF in order to "strengthen the voice of the South"		x	
Latin America	AICC	CSO	Knowledge and networking support for their lobbying and advocacy work.		x	
Malawi	Farmers Union of Malawi	CSO	Knowledge and networking support for their lobbying and advocacy work.		x	

CAPACITY ENHANCEMENT SUPPORT PER PARTNER CONTINUATION

COUNTRY OF IMPLEMENTATION	NAME OF CSO / PRODUCER ORGANISATION SUPPORTED	KIND OF STAKEHOLDER (CSO / PRODUCER ORGANIZATION / GOVERNMENT)	WHAT KIND OF SUPPORT HAS BEEN PROVIDED BY SOLIDARIDAD IN 2019? (KNOWLEDGE, NETWORKS, TECHNOLOGY, EXCHANGE VISITS, ETC)	PURPOSE OF CAPACITY ENHANCEMENT SUPPORT		
				CAPACITY TO ANALYSE, MONITOR, LEARN	CAPACITY TO MEANINGFULLY PARTICIPATE IN DIALOGUE	CAPACITY TO PLAN AND EXECUTE
Mexico	CNC	Producer Organization	Knowledge, networks, exchange visits, production innovation	x	x	x
	CNPR	Producer Organization	Knowledge, networks, exchange visits, production innovation	x	x	x
Mozambique	União Nacional de Camponeses - UNAC	CSO	Provide support for knowledge, and networking and support for role	x	x	x
	Núcleo Académico para o Desenvolvimento da Comunidade (NADEC)	CSO	Provide Training, Global Gap Training, Support to manage Fresh Hub, Farmers registrations using ODK and Creation of local platform.	x	x	x
Myanmar	União das Cooperativas Agrícolas de Marracuene (UCAM)	CSO	Provide Training, Support to handle Fresh Hub, Farmers registrations using ODK.	x	x	x
	Confederation of Trade Unions of Myanmar (CTUM)	CSO	Advisory: Financial assistance to support internal capacity building; Facilitating social capital / networking	x	x	x
	Industrial Workers Federation of Myanmar (IWFM)	CSO	Support on issues such as grievance handling and industrial dispute resolution, and advocacy strategies and policy recommendations	x	x	x
	Myanmar (IWFM)	CSO	Technical capacity to engage with national sustainability agenda	x	x	x
	Alianza Nacional de Cafetaleros de Nicaragua - ANCN	Producer Organization	Technical capacity to engage with national sustainability agenda	x	x	x
	APAC	Producer Organization	Technical capacity to engage with national sustainability agenda	x	x	x
	CaféNica	Producer Organization	Technical capacity to engage with national sustainability agenda	x	x	x
	Cámara Nicaraguense de Plantas Exportadoras de Carne Bovina (CANICARNE)	CSO	Creating alliances with other sectors focused on conservation and making relevant proposals to finance the change of the national livestock system towards a more sustainable approach and better prepared for new markets.	x	x	x
	CAPROPALMA	CSO	Knowledge about integrated landscape management Network with key stakeholders. Exchange visit to explore jurisdictional RSPO certification.	x	x	x
	COAGRO	Producer Organization	Knowledge about integrated landscape management Network with key stakeholders.	x	x	x
Nicaragua	COMAPALKU	Producer Organization	Knowledge about integrated landscape management Network with key stakeholders.	x	x	x
	Comisión Nacional de Ganaderos de Nicaragua (CONAGAN)	CSO	Creating alliances with other sectors focused on conservation and making relevant proposals to finance the change of the national livestock system towards a more sustainable approach and better prepared for new markets.	x	x	x
	COMPOR	Producer Organization	Knowledge about integrated landscape management Network with key stakeholders.	x	x	x
	Comprocom	Producer Organization	Technical capacity to engage with national sustainability agenda	x	x	x
	COOPROCAR	Producer Organization	Technical capacity to engage with national sustainability agenda	x	x	x
	Federación de Asociaciones Ganaderas de Nicaragua (FAGANIC)	CSO	Creating alliances with other sectors focused on conservation and making relevant proposals to finance the change of the national livestock system towards a more sustainable approach and better prepared for new markets.	x	x	x
	Funides	Producer Organization	Knowledge about integrated landscape management Network with key stakeholders.	x	x	x
	Unión Nacional de Productores Agropecuarios de Nicaragua (UPANIC)	CSO	Creating alliances with other sectors focused on conservation and making relevant proposals to finance the change of the national livestock system towards a more sustainable approach and better prepared for new markets.	x	x	x
Paraguay	Avalos Sánchez Committee	Producer Organization	Networking, Capacity to participate in a MSP dialogue, financial education and farm management.		x	x
	Campo Aceval	Producer Organization	Training and capacity building on Financial Education, Strategic planning, Strategic negotiation, Administrative & entrepreneurial skills.		x	x
	Chaco Central	Producer Organization	Training and capacity building on Financial Education, Strategic planning, Strategic negotiation, Administrative & entrepreneurial skills.		x	x

CAPACITY ENHANCEMENT SUPPORT PER PARTNER CONTINUATION

COUNTRY OF IMPLEMENTATION	NAME OF CSO / PRODUCER ORGANISATION SUPPORTED	KIND OF STAKEHOLDER (CSO / PRODUCER ORGANIZATION / GOVERNMENT)	WHAT KIND OF SUPPORT HAS BEEN PROVIDED BY SOLIDARIDAD IN 2019? (KNOWLEDGE, NETWORKS, TECHNOLOGY, EXCHANGE VISITS, ETC)	PURPOSE OF CAPACITY ENHANCEMENT SUPPORT		
				CAPACITY TO ANALYSE,	CAPACITY TO MEANINGFULLY PARTICIPATE,	CAPACITY TO PLAN AND
Paraguay	Cooperative Unicoop	Producer Organization	Exchange visits, networks, knowledge		x	
	Covepirizal	Producer Organization	Training and capacity building on Financial Education, Strategic planning, Strategic negotiation, Administrative & entrepreneurial skills.		x	
	El Quebracho	Producer Organization	Training and capacity building on Financial Education, Strategic planning, Strategic negotiation, Administrative & entrepreneurial skills.		x	
	Indigenous Community 10 Leguas (OPA)	CSO	Network, technology, technical assistance. Capacity to participate in a MSP dialogue, financial inclusiveness and education to operate in the banking system.		x	
	Indigenous Community El Estribo	CSO	Network, technology, technical assistance. Capacity to participate in a MSP dialogue, financial inclusiveness and education to operate in the banking system.		x	x
	OMI - Indigenous organization	CSO	Network, technology, technical assistance. Capacity to participate in a MSP dialogue, financial inclusiveness and education to operate in the banking system.		x	
Peru	OMMI - Indigenous Women organization	CSO	Network, technology, technical assistance. Capacity to participate in a MSP dialogue, financial inclusiveness and education to operate in the banking system.		x	
	Junta Nacional del Café	Producer Organization	Technical knowledge of sustainability to launch national plan for sustainable coffee to 2030		x	x
South Africa	Lima Rural Development Foundation	CSO	Financial, support for improving lobby and advocacy for healthy and safety standards.	x		
	NERPO	CSO	Provide support for knowledge, and networking and support for role as Secretariat for the South Africa National Livestock Platform.		x	x
	Enduimet Wildlife Management Areas	CSO	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x	x	x
Tanzania	Grace Group	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x	x	
	Green label	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x	x	x
	Kirua Vunjo East Amcos	Producer Organization	Networks, Lobby and advocacy skills.	x	x	
	Laramatak	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x	x	x
	Leo livestock cooperative society	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x	x	x
	Lepaje	CSO	Networks, Lobby and advocacy skills.	x		
	Lerang'wa Nature Conservation	CSO	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x	x	x
	Narumu Cooperative Society	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x		x
	Ndoombo Cattle farmers association	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x	x	x
	Oleka livestock cooperative society	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills		x	x
	Orori Cooperative Society	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x		x
	Siha Kiyoyo cooperative society	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x		x
	Tingatinga Cooperative Society	CSO	Networks, Lobby and advocacy skills.		x	
	Uru njari AMCOS	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x		x
Uganda	Village Game Scouts	Producer Organization	Knowledge, financial means, knowledge, networks, Lobby and advocacy skills	x	x	x
	East Africa Civil Society Organization forum (EACSOFF) - NGO Forum	CSO	Financial and technical support towards baseline survey, capacity assessment and a members and other stakeholders.	x	x	x
	Forum for Women in Democracy (FOWODE)	CSO	Financial & technical support, knowledge, networks, Lobby & advocacy skills.	x	x	x
	The Uganda Tea Association (UTASSO) comprising of Tea Estates and Grower Tea Factories	Producer Organization	Financial and technical support towards baseline survey, capacity assessment and a members and other stakeholders' bench marking in the old tea and emerging growing areas of Uganda.	x	x	x

CAPACITY ENHANCEMENT SUPPORT PER PARTNER CONTINUATION

COUNTRY OF IMPLEMENTATION	NAME OF CSO / PRODUCER ORGANISATION SUPPORTED	KIND OF STAKEHOLDER (CSO / PRODUCER ORGANIZATION / GOVERNMENT)	WHAT KIND OF SUPPORT HAS BEEN PROVIDED BY SOLIDARIDAD IN 2019? (KNOWLEDGE, NETWORKS, TECHNOLOGY, EXCHANGE VISITS, ETC)	PURPOSE OF CAPACITY ENHANCEMENT SUPPORT		
				CAPACITY TO ANALYSE, MONITOR, LEARN	CAPACITY TO MEANINGFULLY PARTICIPATE IN DIALOGUE	CAPACITY TO PLAN AND EXECUTE
Uganda	Uganda Fruits and vegetable Exporters and Producers Association	Producer Organization	Financial and technical support towards baseline survey, capacity assessment and a members and other stakeholders.	x	x	x
	Green Living Movement	CSO	Knowledge, support, GAP training, demonstrations		x	
Zambia	Kasisi Agricultural Centre	CSO	Financial support, participation in organic fruit and vegetable farming model pilot under LI Mazabuka	x		x
	Magobbo Cane Growers Trust.	Producer Organization	Capacity building on key SLM concepts.		x	
	Peoples Action Forum (PAF)	CSO	Knowledge, capacities to manage the Steering Committee of SLM MSP.	x	x	
	Smallscale Farmers Association	Producer Organization	Knowledge and networking support for their lobbying and advocacy work.	x	x	
	Women for Change	CSO	Knowledge, support, GAP training, demonstrations		x	
	World Fish Center	CSO	Knowledge, support, GAP training, demonstrations		x	
	YEFI Young Emerging Farmers Initiative	CSO	Knowledge and networking support for their lobbying and advocacy work.		x	x
	Zambia National Farmers Union	CSO	Knowledge and networking support for their lobbying and advocacy work.		x	

ANNEX 6

RISKS AND MITIGATION STRATEGIES

IDENTIFIED RISKS	RISK OCCURRED	IMPACT ON PROGRAMME	MEASURES TAKEN
CENTRAL AMERICA			
Violence and insecurity (narcotics traffickers, gangs and political instability) impede our ability to access certain work zones and to work directly with some producers; the safety of Solidaridad and partners' personnel, and third-party service providers is compromised	Yes	Occasional reprogramming of events throughout project life.	1. Staff and key partners-consultants were trained on safety protocols (such as travel times, communication of contact points, etc) 2. Close tracking of security situations to anticipate conditions. 3. Interventions such as group training events were held in more secure locations.
Overall and fluctuating stakeholder commitment levels due to internal leadership dynamics, financial constraints, external factors, (extortion, political pressure, extreme weather conditions, etc)	Yes	Delays in interventions and investments did occur in 2019 and 2020. Mills postponed planned investments in 2019. Considerable reduction in sugarcane production and companies, associations and producers reduced their investments due to cash flow issues.	Continuous one-on-one engagement via email, phone calls and personalized visits helped to keep commitment and adjust the work plans. Strengthen messaging and proof of business case to engage in continuous improvement processes guided by voluntary standards. Commodity-based platforms with representation of producers, buyers and end users facilitated the commitment to implement sustainable practices. Implementation of Good Agricultural Practices (such as incorporating crop residue into the soil) reduced the negative impacts of drought.
Covid-19 outbreak	Yes	The Covid-19 pandemic generated a regional - level political, social and economic crisis, and limited in-field technical assistance.	The team turned to virtual technical assistance and training via Whatsapp, conference calls and webinars.
Power structures and cultural issues inhibit creation of equal opportunities	Yes	Farmer associations and the sugar industry overall are powerful political machines and although the national leadership of CNC and CNPR supported Solidaridad's work, local leadership generated challenging conditions for negotiation.	Intense bilateral communications for trust-building and negotiation, as well as Non-disclosure Agreements (NDAs) and partnership agreements.
Authorities not willing to participate	No	-	We are not directly engaging with government authorities. Rather, we are engaging powerfully and directly with the national leadership of CNPR and national and regional sugar associations to influence policy.
Extreme weather events	Yes	Considerable reduction in sugarcane production and companies, associations and producers reduced their investments due to cash flow issues.	Implementation of Good Agricultural Practices (such as incorporating crop residue into the soil) reduced the negative impacts of drought.
HONDURAS			
Varying levels of development in each processor or producer organization complicates the implementation of the project and the ability to adequately monitor progress and results	Yes	This risk factor primarily affected the advancement of impacted investment proposals related to renewable energy investments in the palm oil sector.	Mitigation efforts focused on strengthen bilateral relationship building
Lack of transparency or extreme confidentiality demands of participating companies impede our ability to monitor advances/indicators and communicate results	No	On the contrary, the Zero Deforestation validation efforts led to unprecedented response and transparency of the palm oil private sector.	Not applicable
Extreme weather conditions	Yes	Extreme drought and ensuing water shortages created a heightened awareness of vulnerability and the need for collective action throughout the country. PaSos was recognised by numerous government agencies and others (UNDP, private sector, investors) as a model for replication. In late 2020, hurricanes devastated northern Honduras and thousands of hectares of productive crops.	Monitoring of weather conditions to predict extreme events and accompanying open channels of communication to understand project participants' concerns and their ability to respond to and recover from extreme weather events, and support them wherever possible.
Fluctuating market conditions create instability and undesirable investment climate	Yes	Companies and producers postponed investments. Improved market conditions in 2020 in the palm sector specifically helped turn this situation around.	Strengthen messaging and proof of business case to engage in continuous improvement processes guided by voluntary standards.
Weaknesses in the regulatory frameworks (fiscal and legal) due to corruption, political pressure, lack of credible data to influence them	To a certain extent	Despite significant upheaval at national level, and deep and ongoing accusations of corruption, there were major breakthroughs in policy influencing via Zero Deforestation commitments. Political pressure from the USA has by default created a political block of the Central American Northern Triangle (GT, NI and El Salvador) and stimulated investments from Mexico to build the "wall of prosperity" to stem the flow of migrant caravans.	Engagement and provision of meaningful impact data via ICT mobile platform to engage political actors in an agenda for change. Intense lobbying with government ministries, and close collaboration with private sector and producer organizations.
Political crisis	Yes	Occasionally events were postponed.	We must exercise caution in a complicated, and at times dangerous political environment Focus on strengthening MSPs and implementing partner relationships. Maintain neutrality.
Authorities not willing to participate	No	Although this is a frequent reality in the region, there is already an extensive level of engagement from Honduran ministries in the MSPs and high levels of support and participation from local actors.	To improve participation of the authorities, we seek opportunities to provide insight into gains from multiple stakeholder collaboration that benefit national and local authorities and their priorities overall.
NICARAGUA			
Political instability / civil society unrest	Yes	Reduced participation of essential stakeholders, events cancelled or delayed, reduced access to communities because of blocked routes.	Solidaridad took a neutral position, maintaining relationships with all actors.
Low commodity prices (cocoa, oil palm, milk and meat)	Yes	Reduced incomes, reduced investment capacity in sustainable practices and technologies.	We promoted production diversification to improve income positions
Extreme weather events (e.g. drought followed by excessive rains & flooding)	Yes	Reduced productivity, loss of assets (eg. livestock), reduced incomes, reduced purchasing power	Technologies/practices adapted to drought / flooding, product diversification

IDENTIFIED RISKS	RISK OCCURRED	IMPACT ON PROGRAMME	MEASURES TAKEN
SOUTH AMERICA			
PARAGUAY CHACO			
Extreme weather events	Yes	The prolonged drought affected the sesame and staple crops production.	Solidaridad has advocated for flexible credit lines to recover crop area.
Pests (crops)	Yes	Pastures were affected by ants and crops were affected by locusts.	The project provided phone assistance for plague control.
Disease's outbreak (livestock)	No	Not applicable	Not applicable
Financial limitations of producers and indigenous communities to adopt and implement piloted solutions	Yes	Affected the adoption of piloted solutions and the scale-up strategy.	We increased our lobby with financial institutions and signed an agreement with CAH and BNF With the CAH agreement we continue to solve this problem and with BNF we connected indigenous communities with the banking system to receive financial assistance.
BOLIVIA			
Political instability	Yes	Presidential elections and governmental transition in 2019, and presidential elections in 2020, produced changes of staff in governmental institutions, and caused delays in the work plan.	To manage this risk, new authorities were identified and engaged in conversation with the Solidaridad's team to secure their commitment with the project.
New government is unwilling to work towards a more responsible ASM	No	Not applicable	Not applicable
Covid-19 pandemic	Yes	Social distance restrictions have caused delays in our work plan.	All activities planned were replaced with online meetings
Member organizations of the Interinstitutional Working Group for Responsible Gold do not have the financial means to support the MSP or time to participate in its activities	No	Not applicable	Not applicable
Bolivia's leading mining federations could break apart	No	Not applicable	Not applicable
The leaders of the National Network of Women and Mining do not have the time or motivation to participate in the network's activities	No	Not applicable	Not applicable
WEST AFRICA			
GHANA			
Cocoa farmers abandon the multistakeholder dialogue process because of the new COCOBOD incentive paid to the chiefs to allow for rehabilitation of cocoa farms. Tenant cocoa farmers would perceive the multi stakeholder dialogue on land agreements not relevant after these incentives.	Yes	This hampered the dialogue between tenant farmers and landowners (chiefs).	We brought in legal support to educate tenant farmers and landowners on the consequences of not having a secure land document. We intensified the engagement with the tenant farmers to provide them with more information about legal aspects of land rights.
Chiefs' and cocoa farmers' limited resources to dedicate to group meetings (with other chiefs and farmers, respectively), in preparation for the multi stakeholder dialogue or to update their peers after the dialogue.	Yes	Information shared with the lead farmers during the multi stakeholder dialogue was not shared properly with their constituencies.	1. We organised community meetings in all the communities involved to inform all the farmers on the outcomes of the dialogue. The project covered the costs of transport, and provided support to communicate clearly on the outcomes from the dialogues (strengthening the position and communication skills of the lead farmers). 2. We organised regular meetings with all the chiefs. The project covered the costs of transport and meals.
Miners move from their miner communities because of the ban on mining, looking for alternative income activities	Yes	Initial miners that were engaged, abandoned the mining activity because of the ban, and they had to be replaced by other miners that were not part of the initial dialogues. This led to delays in the outcomes of the dialogues.	Meet the miners that were not part of the initial dialogues and expressed their intention to remain involved in mining activities, to engage them in the multi stakeholder dialogues. We had to provide these miners with extra information about the outcomes from the first meetings with the other stakeholders, to enable them to have a meaningful contribution to the dialogue.
Covid-19 outbreak	Yes	Delays in the implementation of projects' activities and limitations for movement and meetings.	We implemented IVR approach to continue with the flow of information and communication towards the farmers, chiefs and miners. Reduced the number of participants per gatherings that were carried out multiple times.
EAST AND CENTRAL AFRICA			
UGANDA			
Covid-19 outbreak	Yes	Government directives concerning national lockdowns and social distancing affected in-person meetings and dialogues.	Some meetings were shifted to online teleconference as a remedy.
Government policies and procedures	Yes	Government bureaucracy led to delays in formulation of policies and were costly in nature.	
January 2021 elections	Yes	The political period of January 2021 elections affected implementation as the MAAIF was spearheading the signing of the National Tea Policy. During the election period, the Ministry was busy engaged in campaigns. The political situation of the country was also tense, which paralysed activities.	
Private stakeholders may show reluctance to join the programme	Partial	Private stakeholders were reluctant to embrace the formulation of National Tea Policy because of lack of support.	Measures were taken through capacity building for active involvement and information sharing.

IDENTIFIED RISKS	RISK OCCURRED	IMPACT ON PROGRAMME	MEASURES TAKEN
Private sector not yielding to conservation model	No	Not applicable	Continuous capacity building and selection of conservation champions doing commodity business, was critical to ensuring private sector yields to the conservation model.
Key partners like UWA not fully participating in decision making	No	Not applicable	Report sharing and bi annual steering committee meetings where partners presented their work, with UWA as a co-chair of the meetings ensured their increased participation.
Conflicts in the project areas.	No	No conflicts were recorded. Due to overfishing, major lakes and rivers were guarded by the army to reduce fish poaching which could have caused conflicts. Most who depended on lakes saw the aqua project as a big relief.	
Markets for conservation products not paying for conservation premium	No	The only major market was by Gorilla Coffee, and they reported increased demand for their conservation product.	The project has further supported Gorilla Coffee to recruit more farmers and profile the farmers for quality coffee production so as to meet the increasing market demand.
TANZANIA			
General national elections in October 2020	Yes	The risk did not have any negative effects on the project since the elected leaders had been involved in the project implementation earlier.	Not applicable
Adverse weather impacts/climate change	No	No adverse weather impacts affected the project significantly in 2020	Not applicable
Insufficient produce in agriculture may lead to more encroachment into conserved areas and increased human wildlife conflicts	No	Not applicable	Continue capacity building on climate smart agriculture and introduce more alternative livelihood options to the communities.
Covid-19 pandemic	Yes	The outbreak of COVID-19 interrupted most of the activities in the field hence no monitoring was done from the project administration side. From the beneficiaries side, implementation was hindered due to restrictions on public gatherings which hampered implementation during the outbreak.	The project conducted follow-up via phone calls and SMS to monitor the health of the beneficiaries. This was effective and ensured that the beneficiaries stayed safe and got back to implementation when the outbreak ceased and with all protocols observed.
ASIA			
The national and international demand for tea reduces and STGs shift to other crops	No	Not applicable	
Tea packers would feel threatened by the producer's initiative to improve tea prices	Partially	The three biggest packers are still following the old certification model of sustainability. They are not yet part of the stakeholder consultations in India. Such problems were not faced in Indonesia and China	None yet
Co-existence of various Tea sustainability programmes may lead to confusion among stakeholders	Partially	This may lead to limited participation of sector stakeholders	Increased awareness about the Tea Asia programme, and its differences compared to other programmes, helps convincing stakeholders to embrace Tea Asia.
Political agenda of different countries may not match	Yes	The nationalistic approach of tea producing countries often creates hinderance. For example, India and China relations makes it crucial for Solidaridad to take a cautious approach. A visit by a delegation of China to India led to questions being asked in the Indian parliament.	Cautious approach. Interaction and exchange based on non-contentious issues like research.
Geopolitical tensions between the selected countries	Yes	China and India had a border fight and then its diplomatic ramifications. Reduced interest of the stakeholders to cooperate and as a result some of the activities got heavily impacted.	
Due to political tensions between India and Malaysia some of the targeted activities could not be implemented	Continued communication with governments		
The national and international demand for tea reduces and STGs shift to other crops	No	Not applicable	
INDIA			
Senior Government officials do not participate in multi stakeholder roundtable	No		
	Not applicable	There is encouraging participation form the National, State and Local level at the roundtable. Even the National Mission for Clean Ganga (Central Government) chaired the platform.	
Slow adoption of improved technologies in tanning units	Partial	Limited impact	We motivated the tanners to prioritize working on eco-friendly technologies during the Covid-19 closure, as during the full-scale operations they may have huge pressure from buyers for the supplies/products.
Technologies demonstrated are not properly integrated in tanning processes	No	Not applicable	Each of the improved technologies implemented in the tannery is supported by a group of technical experts. They see to it the intervention is tailor made which helps to integrate in the existing tanning process.
The tanners may not be able to recover the losses from the shutdown of the tanneries due to Covid-19.	Yes.	Tanneries may withdraw from the programme, affecting our results and longevity of the support programme	Solidaridad is trying to create awareness on the financial schemes and soft-loans available by government and other financial institutes to help the tanners avail them
Senior Government officials do not participate in multi stakeholder roundtable	No	Not Applicable	There is encouraging participation form the National, State and Local level at the roundtable. Even the National Mission for Clean Ganga (Central Government) chaired the platform.

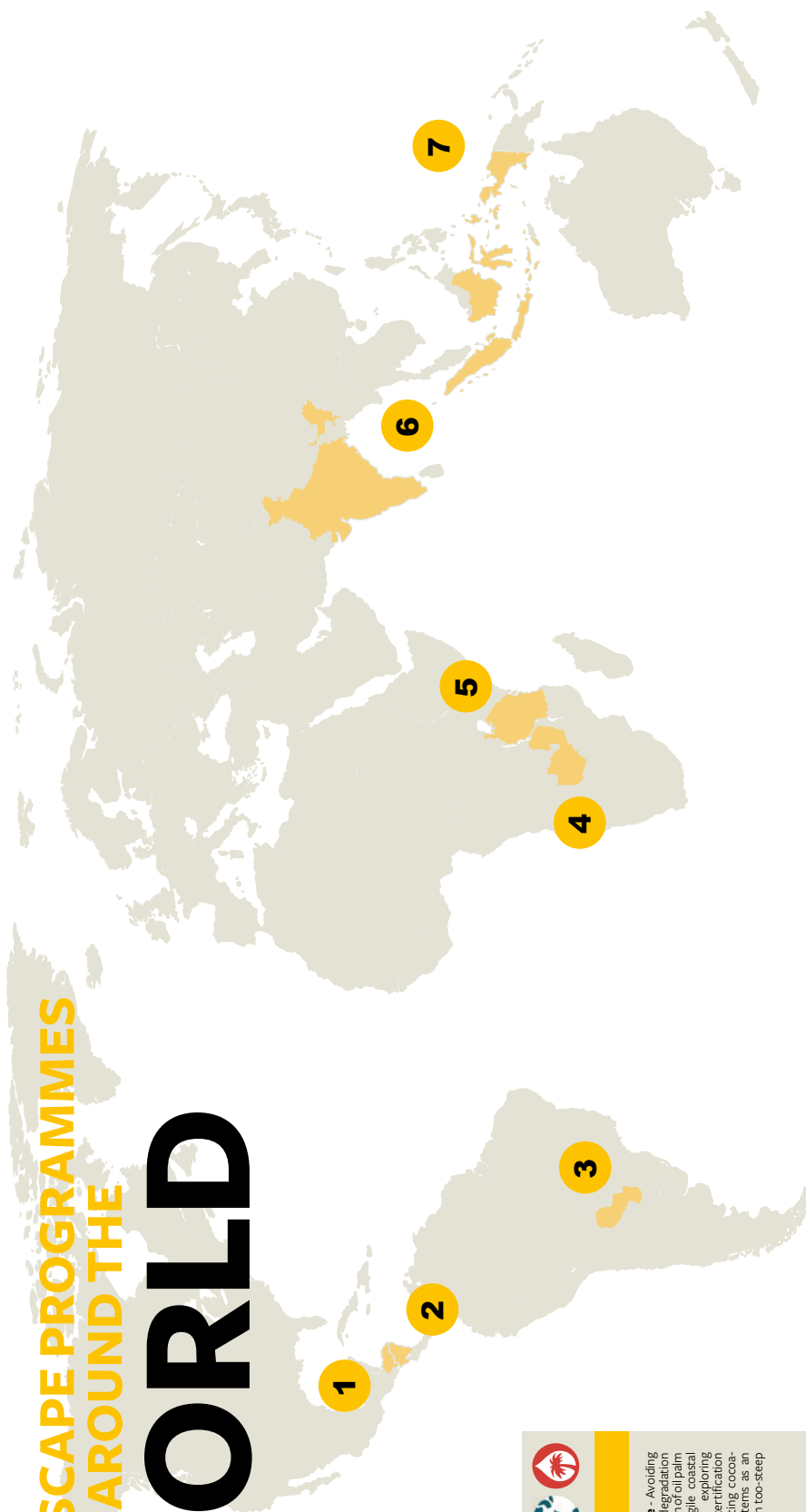
IDENTIFIED RISKS	RISK OCCURRED	IMPACT ON PROGRAMME	MEASURES TAKEN
Slow adoption of improved technologies			
	Partial	Affects update and results of the programme	A need-based hiring system has been developed to promote mechanization in sugarcane. Similarly, furrow irrigation has been promoted to save water as the uptake of drip irrigation is still low.
MYANMAR			
Public policy makers are closed to dialog and engagement	No	Not applicable	
Solidaridad faces pressure for engaging in activities related to public advocacy	No	Not applicable	Solidaridad reframed from engaging in direct advocacy, instead working through partners and providing platforms.
Unions trained under program are implicated in corrupt practices	No	Not applicable	
Country partners withdraw support before contracting is finalised	No	Not Applicable	
Events undermined by organisations who consider themselves competitors to Solidaridad	Partial	Public fora in Myanmar were undermined by the MGMA. Whilst not a competitor they are hostile to platforms on labour issues. This resulted in postponement of the centrepiece event in the second half of the program, which in turn had to be reformulated as a less impactful online event owing to onset of COVID. More broadly, their hostility also derailed efforts to formalize the NOCS.	Solidaridad built a relationship with MGMA through a productive collaboration in less sensitive areas – predominantly environmental issues and investment promotion. Whilst this relationship survived the hostility relating to this program, it was not sufficient to overcome their challenge to project activities for this initiative.
BANGLADESH			
Covid-19	Yes	A numbers of intervention has pros-pended specially the consultations with policy makers towards developing response mechanism addressing the growth in pandemic situation	Not properly addressed due to project closed
INDONESIA			
Stakeholders may not be interested in adopting the Lestari tea code as well as sustainability agenda without a clear business case.	No	Not applicable	The focus on Good Prices for Good Product (GFG) concept allowed Indonesian consumers and businesses to recognize higher quality of Indonesian tea. The support from the Ministry of Trade and Ministry of Industry in Indonesia created an enabling environment through incentives and disincentives.
The political purposes of the Indonesian Government may dominate the sustainability agenda	Yes	It led the Ministry of Industry to discontinue the support of tea processing machines to tea farmer groups in 2019-2020	A bit of political agenda could not be avoided. However, Solidaridad and BWI brought in different stakeholders to shape the sustainable development of tea sectors under a national platform.
The policy interventions funded by Dutch Government may be seen as external influence on internal matters	No	This is indeed a potential risk in the present environment of Indonesia. However, it could be managed.	Solidaridad in different parts of Asia has been registered as a local NGO and has only local staff on roll. In Indonesia, the project is implemented by local partner BWI which has strong relations with the Government of Indonesia. Also, the approach was to develop consensus rather than pushing Solidaridad's agenda.
Opposition from international standards who might feel threatened by national initiative.	No	Unfortunately, there is still a lot of competition between the standards. The national standard Lestari is the baseline for rallying the industry on the sustainability agenda. This will also benefit international standards to secure volumes.	Efforts are made to involve the international standards (RA, UTZ and FT) into the national discourse from the inception so that it becomes an inclusive process.
Change of political interest or priority in addressing sustainability issue from respective governments	No	Not applicable	Continuous interventions are organized to push agenda aligned with governments' interest and priorities
Eruption of Mt. Merapi	Yes	During the year 2020, the frequency of the eruption of Merapi volcano was higher.	Together with Government we have worked on the adaptive strategies and warned the community about the eruption
SOUTHERN AFRICA			
ZAMBIA			
High poverty levels hinder communities to focus on long term benefits of sustainable landscapes	No	Not applicable	Not applicable
Covid-19 Disease outbreak	Yes	This risk was not listed at the beginning of the project. In 2020 an outbreak of Covid-19 threatened both the health and the economic sector of the communities, as business activities were stopped due to the preventive guidelines of the disease. All public gatherings were stopped hence affecting the project implementation i.e training and field monitoring.	The project embarked on a sensitisation campaign to the communities and followed through the Covid -19 guideline to conduct meetings of less than 10 people and adopted some of the technologies in information sharing like social media platforms and use of digital tools such as farming solutions and the cattle grading app which can be used as a management tool, farmers can now be aware if their cattle is well managed or not according to the grade.
Adverse climatic conditions increase pressure on natural resources and undermine sustainability	Yes	In the 2019-2020 rain season the area had some drought for one month. This had a partial impact on some of the crop farmers, especially those that did not adopt the holistic management plan that had been set by the leaders. This also had an effect on rivers as most of them dried up fast affecting livestock and those doing gardening and dependent on rivers for irrigation.	In 2019, the livestock pilot built 4 water drinking troughs for the farmers in Itebe. This helped reduce the pressure of lack of water during the hot season for the livestock. In 2020, through the SLM programme, efforts to work on the Mogoye river were made. The exercise intended to close up some of the gullies to reduce the flooding cases and for the river to be able to hold water for a much longer period for livestock watering.
Short-term investment limit the realisation of full results	Yes	The programme established tree nurseries under the CBNRC to help reduce deforestation in the communities, but this is a long term investment and the results and impact can only be seen after the project's time.	Adopted a multi-stakeholder funding approach that combines short-term and long-term investments.

IDENTIFIED RISKS	RISK OCCURRED	IMPACT ON PROGRAMME	MEASURES TAKEN
MOZAMBIQUE			
Political Instability: conflicts and terrorist attacks in Cabo Delgado and Center of Mozambique.	Yes	This is having negative effects on gains made in the agriculture sector, particularly on sustainability. Solidaridad was planning to expand the fruits and vegetables project to Cabo delgado, but the conflicts made it impossible.	constant monitoring and evaluation of safety risk with reduced activity in the remote areas around Cabo Delgado
Limited resources among farmers to adhere to MozBoPa standard	Yes	Limited implementation of the standard once developed.	Support farmers to use local materials for the required infrastructure to comply with the standard.
Natural and Climatic Disasters, cyclones, floods and drought.	Yes	Affect agriculture, the broader landscape, and the priorities that the government consequently sets. After disastrous events, focus is on immediate relief efforts, and little on sustainability practices	We supported the victims of the cyclones Idai and Kenneth in 2018/19 in 20 in Buzi providing at least 200 of the farmers with seed and small livestock in order to meet their immediate food security and income generating needs
SOUTHERN AFRICA			
Elections / Change of leadership	Yes	It had no particular impact on South Africa. In Zambia the shift in the Permanent Secretaries in the Department of Agriculture, caused delays in the process. In Tanzania, the elected leaders were supportive because they have been participating and aware of the project activities. This enhanced a good environment for the project to run.	In Zambia, we had to work through different partners to get to the Ministries. Tanzania: Not applicable South Africa: Not applicable
Adverse weather changes that can cause drought	Partially	In South Africa Smallholder farmers were hit hard by an extended drought Tanzania: Not Applicable Zambia: Not applicable	Via the PfC programme in all three countries, the capacity building on climate change was done and still needs to continue for the farming communities to be resilient
Covid-19 Pandemic was an unforeseen risk of global proportions which was not part of the original risk assessment but had a significant impact on the project as a whole in 2020.	Yes	Sustaining relationships with stakeholders	Virtual interactions continued where possible but most activities were delayed and halted in 2020
Unfavourable policies and political conflicts	Yes	These can cause unsettledness, closed space and hamper any progress towards a national standard. With regards to the project, there were mainly bureaucracy issues such as in the case as in the case of Zambia (ZABS was not forthcoming in participating), South Africa (the lack of government action and the dominance of retailers each with their own compliance requirements which hampered harmonisation of a number of existing standards) and in Tanzania, (change in Ministers set the adoption of standards back in 2019).	Continue lobbying and advocacy for better policies
Non-Commitment and superficial buy in	Yes	The local ownership of the process may be affected, which was particularly noticeable in South Africa and Zambia.	Formalise relationships and partnership agreements with clearly defined roles and accountability.
Lack of finance to escalate the project interventions	Yes	Poor adoption of the standard and interventions was evident in Tanzania (the internal resources ran out and no external resources were forthcoming from key stakeholders), and the lack of resources in Zambia limited the Ministry of Agricultural and ZABS to play a leading and functional role. To an extent in South Africa, government resources towards smallholder development and market access are misaligned and we did not manage or did not have a strong value-proposition for the private sector who dominated the standards landscape in South Africa.	Continue fundraising for project activities to continue project interventions
Stakeholders not understanding the role of advocacy	Yes	It slowed down the implementation of the program. We did not get to the advocacy stage in the life of the program	The participants were helped to understand the role of SARRSB. They have understood and are working on the setting up the trust to do the advocacy
EUROPE			
Internal opinion forming process takes too long, resulting in missed opportunities when we are too late in contributing to the policy debate	No	Not applicable	Not applicable
Lack of alignment of positions within the network, causing ineffectiveness and confusion over our policy recommendations	No	Managed to reach consensus and risk did not materialize.	close cooperation and consultation with Solidaridad's other regional offices. Internal escalation to MD level if necessary
Too limited capacity to cover all relevant opportunities in the wide European influencing space and number of topics related to sustainable economic development.	No	Not applicable	Make choices about what to focus on and what not. Do not attempt to cover the full space. We chose to focus on MSI engagement for commodities, and at EU policy level we chose to focus on MHRDD and deforestation initiatives.

ANNEX 7

MAPS

LANDSCAPE PROGRAMMES FROM AROUND THE WORLD



1.

HONDURAS

Zona Litoral del Norte - Avoiding deforestation and land degradation associated with palm oil plantations into the fragile coastal zone of Honduras by exploring jurisdictional RSPO certification and promoting cocoa-centric agroforestry systems as an alternative to palm oil, on too-steep slopes.

2.

NICARAGUA

Southern Autonomous Region of Caribbean Coast - Avoiding deforestation and land degradation caused by unregulated expansion of livestock and oil palm production systems into remaining rainforest around Rama and Kuraohli, creating an integrated sustainable landscape management framework to support both profitable and environmentally-friendly production and agroforestry systems.

3.

PARAGUAY

Chaco - Promoting dialogue with local government, farmers, indigenous people, meat companies and conservation CSOs for innovative development approaches and models that enhance livestock production systems, while avoiding further deforestation, and that address water scarcity and food security at community level to help protect and restore communities adapt to changing weather patterns.

4.

ZAMBIA

Lower Kafue Sub-Basin, Mazabuka - Advocate change in land and water use management by different sector actors within the Kafue River Basin, by promoting innovative solutions for the sustainable and equitable use of water and natural resources.

5.

TANZANIA

Kilimanjaro Transboundary region - Shifting land use policies through landscape management approaches that promote food security and sustainable economic development, whilst reducing the severity and extent of land degradation in the Kilimanjaro region.

6.

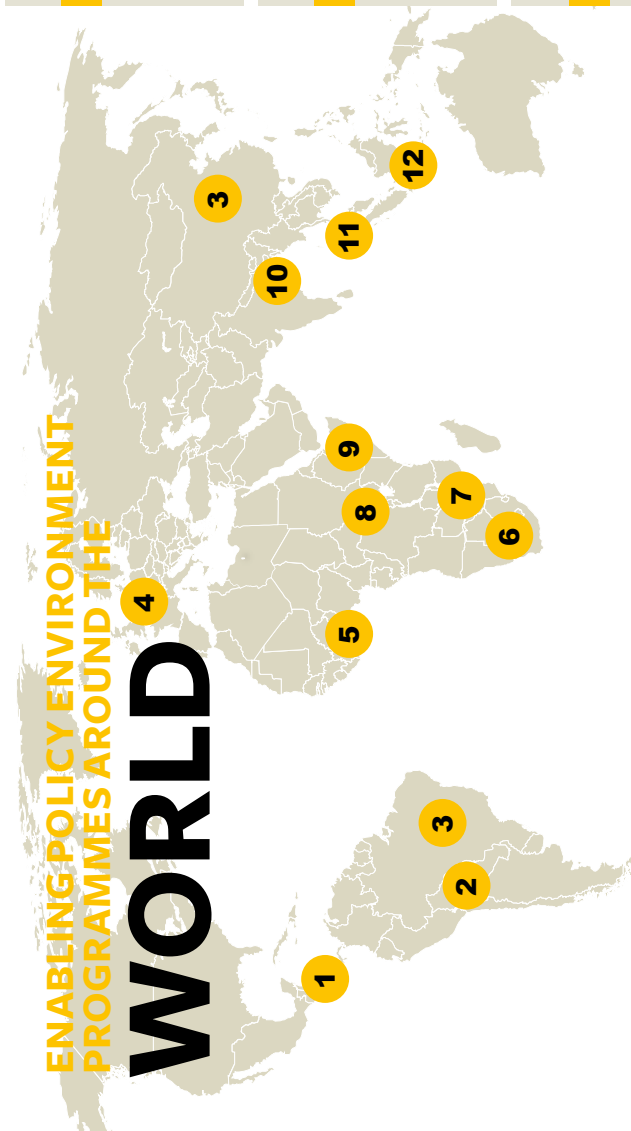
INDIA

Middle Ganga Plain, Uttar Pradesh - Facilitating stakeholder dialogue and testing innovative models for water catchment area management approaches in alignment with Clean Ganga Mission (CGM) of Government of India to address water scarcity and water pollution caused by the sugar-cane and leather tannery industries in the central part of the Ganges basin.

7.

INDONESIA

Mount Merapi, Central Java - Development of an inclusive regional sustainable Landscape Management Framework in Central Java, for the integration of principal (soy) and secondary (food) crops in a sustainable cropping system through piloted, proven and scalable landscape solutions that help address deforestation and food scarcity.



1. CENTRAL & SOUTH AMERICA

Sustainable practices of the sugar sector through better framework. Incentives for smallholder farmers and environmentally sensitive.

2. BOLIVIA

More inclusive policies and framework for smallholder farmers. Improved use law and law enforcement.

3. SOUTH AMERICA & CHINA

Effective policies to manage deforestation.

4. EUROPE

Improved local level environmental protection in the private sector. The development and implementation of a more sustainable palm oil supply chain. Multi-stakeholder collaboration for a more sustainable gold supply chain. A network of women in the enter cocoa value chain to inspire and bridge the gender gap. Do More Good Financial Policies.

5. GHANA

Consensus on policy framework on trees and land use. Collaboration to enable effective policies for artisanal mining.

6. SOUTHERN AFRICA

Global framework as the global leading reference.

7. MOZAMBIQUE

Local obligatory sustainability standards.

8. UGANDA

National tea policy. Policy Framework for Investment and HCVA.

9. SOUTH-EAST ASIA & EAST AFRICA

Public policy support to improve social dialogue and good governance.

10. BANGLADESH

Working for sustainable shrimp strategy and multi-stakeholder framework.

11. SOUTH & SOUTH-EAST ASIA

A single platform of tea industry stakeholders to synergize policies. International consensus on sustainability in the palm oil sector.

12. INDONESIA

Working for sustainable investments in the tea sector.

ANNEX 8

ARTICLES AND PUBLICATIONS

ARTICLES AND PUBLICATIONS

(click the image to view or read article)

COVID-19 RELATED:

**Build Back Better
statement**

**Article about impact of
COVID on smallholder
farmers, workers,
miners COVID 19 and the
need for supply chain
solidarity**

**COVID-19 response for
cocoa framers**

**COVID-19 Call to Action
for Responsible Minerals
Supply Chains**

**COVID-19 Call to Action
Garment Industry
coalition**

ON REGULATORY FRAMEWORKS:

**position paper and
article “changing gear”**

**publication Euractiv
(without the right
partnerships EU
legislation is dead on
arrival)**

**Video with Intel, RMI,
EPRM (on Soli youtube
channel)**

**Article on national vs
international due
diligence legislation**

**PlusPlus promotion
video**

**Wet processing
guidebook for garment
and textile companies**

**Position paper Cocoa
Barometer Consortium**

**Panel contribution on
farmer entrepreneur-
ship during Chococ**

**Learnings from the
Landscapes approach**

ANNEX 9

EXECUTIVE SUMMARY END
EVALUATION AFC



End Evaluation of Solidaridad's Advocacy for Change programme 2016-2020

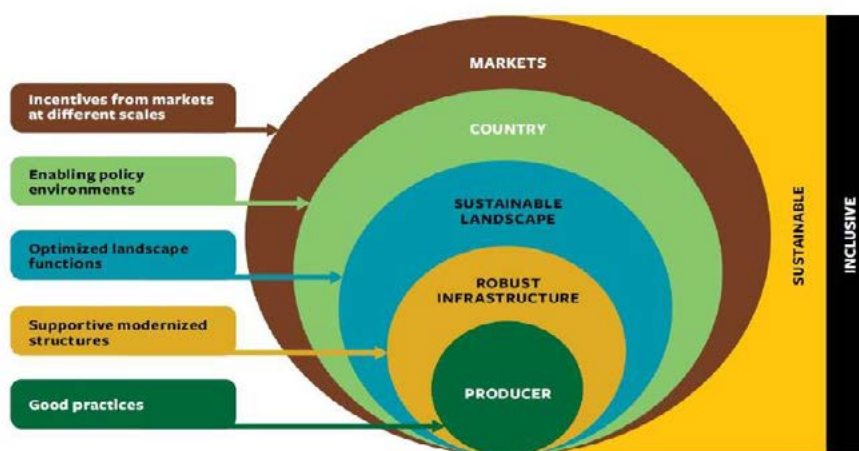
Executive summary

December 2020

1. Introduction: context and objectives of Advocacy for Change programme

The AfC program has been developed in a context where it is clear that agricultural markets have to be regulated to produce more socially and ecologically desirable outcomes and ultimately to help sustain the planet for future generations. However, even where there is a clear business case for some markets and commodities, for example climate smart coffee, markets appear reluctant to move towards genuine sustainability. To ensure more socially and ecologically desirable outcomes, the voices of the South should be heard and taken into account. Too often vested interests and Western perspectives are dominating the debate and deciding on the course of action, compromising on the delivery of outcomes and the internalizing externalities. Governments and private companies can be important drivers of change but a strong civil society is needed to hold them both accountable. However, smallholders, landless, marginalised producers, women and youth are often underrepresented in policy dialogue, despite them being a central player in the transformation to sustainable agriculture. This leads to unequal and potentially negative trade-offs for one or more of these stakeholders groups. This is often based on arguably less effective policies or policy implementation.

The AfC program consists of a total of 29 projects in West Africa, East and Central Africa, Southern Africa, Asia, Central America, South America and Europe, of which 7 landscape innovation projects. The projects build strongly upon earlier experiences of Solidaridad in developing more sustainable and inclusive agricultural practices and related infrastructure (e.g. markets), which has generated a wealth of knowledge on local level solutions and strategies. Also, it builds upon the network of Solidaridad which has been built up since 2010, with Regional Expertise Centres (RECs) in 5 different regions, being local legally registered entities, which are well positioned to support capacity development.



Solidaridad acknowledges that focusing exclusively on the improvement of producer practices in a given sector is not enough to achieve genuine sustainability on a large scale. Rather, a holistic landscape approach and an

enabling policy environment that is open to change are key additional ingredients. Thus, the overall theory of change of Solidaridad has 4 pillars that can be considered as being embedded in each other (see figure from Solidaridad's Multi-Annual Strategic Plan 2016-2020). The AfC program (financed by the Dutch Ministry of Foreign Affairs' facility for Strategic Partnerships for Dialogue and Dissent) covers the result areas Sustainable Landscape Innovation (LI) and Enabling Policy Environment (EPE). These form the enabling context for result areas Good Practices (GP) and Robust Infrastructure (RI), being covered by the 'Practice for Change' (PFC) program. The objective of the Solidaridad AfC program, is to support the capacity development of southern CSOs in lobbying and advocating for sustainable and inclusive sectors and landscapes and to convene and mobilise key stakeholders to contribute to systemic changes.

2. Theory of Change and strategies

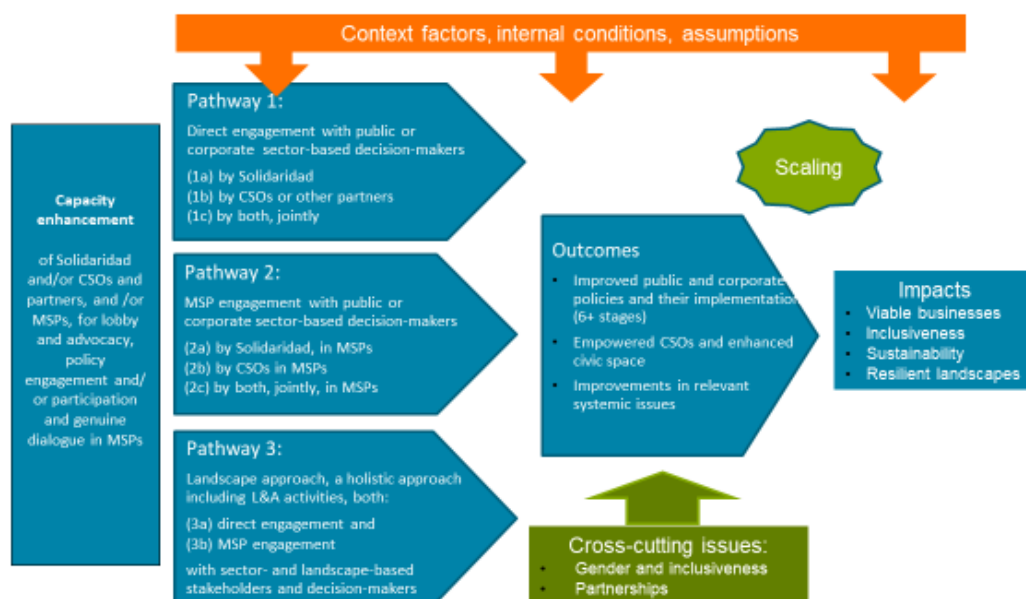
The AfC program aims to organise producers and workers, men and women, grassroots organisations and civil society, to understand their interests and empower them to join in policy dialogue. To overcome barriers to genuine and meaningful participation in policy development of civil society and particularly vulnerable groups, three lobby and advocacy (L&A) strategies were defined:

1. *Lobby, direct advice and support*, by directly providing knowledge, advice and practical tools to public and private decision makers to improve policy making and enforcement;
2. *Mobilise & convene multi-stakeholder partnerships and dialogue*, by establishing multi-stakeholder platforms (MSPs) and dialogue and convening relevant stakeholders;
3. *Capacity enhancement and empowerment*, by supporting and mobilizing civil society to engage in, participate in and contribute to meaningful dialogue and policy change processes.

As a result of this evaluation and in collaboration with Solidaridad, the L&A strategies were restructured. This brings us to the following theory of change with three distinct L&A pathways or strategies:

1. Direct policy influencing (1A) by Solidaridad, or (1B) by CSOs
2. Policy influencing through MSPs
3. The landscape approach

These pathways are strongly interconnected, i.e. are commonly used in a combined and flexible way. The choice of the most relevant L&A pathway largely depends upon contextual factors and roles & capacities, as will be demonstrated in the following sections with lessons per L&A pathway.



3. Set-up of the AfC evaluation

The purpose of this evaluation has been to learn which elements of its key lobby and advocacy interventions it should continue, improve, or discontinue and what new elements or interventions it should commence within the period after 2020.

The overarching evaluation question can be formulated as:

How have L&A activities, within specific strategies or pathways, contributed to changes in capabilities, policies and specific systemic issues, with positive impacts (in terms of viable businesses, inclusiveness, sustainability or resilient landscapes).

This question has been broken down in several sub-questions, within the following three categories:

- Strategy and interventions: the selection of L&A strategies within the given socio-political context to influence (public and private) policies
- Outcomes: the contribution by L&A strategies to policy changes and other systemic changes
- Impact: the (contribution by) policy changes to sustainable and inclusive sectors and sustainable landscapes

Three main evaluation methods were used, which rely on different information sources, as follows.

1. *Portfolio level survey and desk review.* A fast track desk study and survey were developed in close collaboration with Solidaridad, with joint responsibilities. They provided an overview of capacity building results, policy change results and MSP strengthening as well as information on policy targets, systemic issues, scaling and sustainability and gender aspects.
2. *Selected case studies.* Five case studies were selected each with a central theme, and usually encompass different projects falling within this theme, in different countries to cover a range of relevant themes and issues as emerged from the desk study of all projects.
 - Case study 1: Comparative study on MSP functionality in South and East Africa, in Fruit & Vegetable sectors, at national and regional level
 - Case study 2: Building an authentic Asian sustainability agenda through complementary L&A activities at local, national and continental level in the tea sector
 - Case study 3: Evaluating strategies to combine and integrate objectives of increasing productivity and enhancing ecosystem protection and restoration, with landscape projects in Asia, Africa and Latin America
 - Case study 4: Linking national no-deforestation MSP and direct advocacy initiatives to emerging markets, with a case study on soy in South America
 - Case study 5: Developing effective and safe L&A strategies in a context of limited or repressed civic space, with a case study on social dialogue in the garment sector in Asia and Africa.
3. *Efficiency assessment.* Parallel to the case studies we carried out a qualitative assessment of the resources required for specific L&A activities, in order to be able to say something about their cost effectiveness.

All draft case study reports were discussed and validated with relevant project teams and Solidaridad REC representatives, before coming to a final version.

4. Main conclusions of the evaluation

Relevance

The AfC program has shown to be relevant, in most cases building upon earlier Good Practices (GP) and Robust Infrastructure (RI) projects, working on improvement of the policy context for these projects. However, the understanding of this policy context could have been improved. When building upon earlier experiences, Solidaridad already had a good knowledge of a sector and/or landscape which contributed to the definition of relevant lobby and advocacy policy objectives and strategies, such as for the tea sector in Indonesia. In some new project contexts, the lack of proper diagnostics compromised the relevance of original policy objectives and L&A strategies, though this was often improved during the project implementation period as knowledge and experience grew. A general observation is that only few projects made explicit and operational how they aim to contribute to the overall AfC goal and ambition of sector transformation.

Effectiveness

The majority of the projects has been effective, showing evidence of positive policy changes that were achieved by Solidaridad and its partners. Also, CSOs involved in the program have strongly benefitted from capacity building, but the subject of policy analysis remains weak. Of the 24 projects executed beyond Europe, 63% contributed to significant changes in policy targets, which was defined as policies moving from phase 1 (agenda setting) or phase 2 (recommendations formulated) to phase 5 or 6 (adoption, implementation). Examples of realized policy changes include the adoption of national standards (F&V in Tanzania, palm oil in India), the mutual recognition between countries of national standards (tea and palm oil in Asia), amendments in labour laws (garment in Ethiopia) and the addition of a zero-deforestation policy on palm, coffee and livestock (Honduras). There are no significant differences in successful scores for private or public sector policies. However, for several projects L&A policy objectives were not well defined beforehand, but emerged along the way. Policy objectives could be related to the development of new policies or ways of implementing existing policies. We observe that the phase of policy implementation (phase 6) is not well defined; it seems that in most cases many hurdles still need to be taken for full policy implementation and law enforcement. This implies there is a need for follow-up activities to make policies work. At least in 5 projects where no significant policy changes were noted, we did observe 'small wins', being defined as 'concrete, completed, implemented outcomes of moderate importance'. Small wins can be relevant in situations of wicked or complex problems, where pathways of change may not be so clear. A series of small wins may finally result in real policy change.

As projects often combine different lobby and advocacy strategies it is hard to disentangle the effectiveness of individual strategies. This will be further elaborated in the next section.

Various activities have been successful in strengthening smallholder and indigenous people associations to participate in MSPs and L&A activities and in liaising between smallholder associations and powerful industry associations. For example, in Indonesia local smallholder associations obtained better advocacy skills and improved relationships with public decision-makers which resulted in various policy changes at local level. Solidaridad staff also defends the interests of these groups in different fora (either as expert or convener). While various projects target women in livelihood improvements, there are only a few examples where significant results are shown in terms of enhanced female voice. On the latter it seems that there are no specific strategies to address the underlying root causes. The Solidaridad gender inclusivity bucket book does contain tools to improve women's voice and address underlying systemic issues, such as leadership, policies and land rights, but in practice the focus has been on improving on women's livelihoods rather than (the more complex issue of) improving women's voice.

According to Solidaridad's reporting, CSOs have benefitted from capacity building, in terms of capacity to meaningfully participate in dialogue (91% of CSOs reviewed in the portfolio), capacity to analyse, monitor and learn (76%), and capacity to plan and execute (72%). The case studies found an emphasis of capacity building on technical issues and capacities to effectively participate in MSPs and dialogues (whether at landscape, national or regional level). Subjects that should receive more attention are: policy analysis and defining policy goals, defining and implementing L&A strategies, and business skills.

Efficiency

Cost-effectiveness was difficult to determine but appears to be highest for establishing MSPs and field level pilot activities, and very variable for L&A activities. Carrying out an efficiency analysis has been a specific component of this evaluation. A methodology was developed and tested, but proved difficult to apply for two main reasons:

1. The data that were requested are not readily available in current budget categories
2. The RECs did not want to spend time to restructure expenses in a way to extract the data that we requested, also because the timing interfered with preparing the new programme document.

Thus, the following insights are based on only few case studies with cost indications, and our own interpretations of effectiveness. First, it appears that the costs to establish MSPs are high (150-500 K EUR) but are considered cost-effective and in fact essential. Costs will decline (40-60 K EUR per year) once the MSP is functional, for convening and supporting. Costs for field level pilot activities vary much but are also essential and often highly effective. Costs for lobby, policy advocacy and stakeholder engagement activities vary greatly, and effectiveness also varies greatly because policy change also depends upon external factors.

Impact

The AfC program has made an important contribution to the potential for sector transformation, especially when seen in combination with GP and RI projects. Despite that, in nearly all projects many issues still need to improve for sectors to be fully transformed (to an inclusive, sustainable and competitive sector. While quick-wins in policy influencing are possible, a five-year timeframe is generally too short to change public and private policy environments and address systemic issues to a degree that one can claim sectors have been transformed.

Apart from policy changes or improved policy implementation, AfC projects have contributed to several other systemic changes (even if these were not defined or targeted as such). Most noteworthy are:

- Improved service delivery, by public or private sector
- Trust and dialogue between stakeholders
- Coordination of and alignment between stakeholders
- Strengthening of civic space, largely related to capacity building of CSOs and MSPs
- More transparency / accountability of stakeholders, as well as reduced corruption
- Shift of mindsets and norms

In the AfC portfolio there are no or weak contributions to the following systemic issues, although – as indicated - some of these issues are being addressed by complementary Good Practices (GP) and Robust Infrastructure (RI) projects:

- Improved access to markets – sometimes addressed by GP and RI projects
- Change in power dynamics between stakeholders - not explicitly addressed in any project
- Sector and/or landscape governance - not addressed in any landscape project
- Social sustainability issues in supply chains - sometimes addressed by GP and RI projects, e.g. garment in Ethiopia
- Increased re-investment in the sector, e.g. based on levies and taxes – not addressed in any project

Scaling

Within the AfC program there is evidence of scaling through mechanisms of copying, crowding-in or expansion of good practices. These processes are poorly captured in project documentation. Some projects, especially the landscape projects, are working on piloting which, if success can be demonstrated, is expected to lead to replication and widespread application. In other cases, scaling happens in ways that were not foreseen by a project. Evidence of the following dimensions of scaling was found in the case studies of this evaluation (but could not be traced in the entire AfC portfolio):

- Scaling within a landscape or sector, e.g. adoption of sustainable practices among MSP members
- Scaling related to MSPs, new members or new or emerging issues such as biotechnology or land tenure
- Scaling to other landscapes and countries, e.g. zero-deforestation agreement from Honduras to Nicaragua and Guatemala
- Scaling to other sectors within a country of landscape, e.g. the Ganga landscape project will apply its approach to the textiles sector, the Lestari system has informed current processes in the Indonesian coffee and cocoa sector (this is an example of unexpected scaling).

Sustainability

Most of the MSPs supported indicated that they would require support from Solidaridad, especially in terms of finance, but also leadership or facilitation, to function well over the coming years. EPE and LI interventions clearly need a long-term commitment by Solidaridad and/or its local partners. Solidaridad seems to be aware of this and is committed to find the resources to do this. In some projects, exit strategies are in place as local stakeholders would be able to pursue the functions of an MSP or standard system without future Solidaridad involvement.

5. Lessons learned and recommendations on strategic choices

The insights and networks from Good Practices (GP) and Robust Infrastructure (RI) interventions contribute to the success of EPE and LI interventions. The Enabling Policy Environment (EPE) and Landscape Innovations (LI) result areas in the AfC portfolio contribute to an enabling environment for Good Practices (GP) and Robust Infrastructure (RI) interventions. This can also support successful GP and RI interventions to sustain and scale. In turn, lobby and advocacy strategies are most effective when they are built upon or combined with concrete field activities (i.e. GP / RI interventions). Note that in landscape projects this integration takes place within one project. Field activities help to identify policy gaps, yield evidence, and build expertise, networks, credibility and motivation of stakeholders to remain engaged. Having field projects aimed at developing demand-driven solutions shows commitment and builds up expertise, networks and credibility needed for evidence-based lobby and advocacy. Therefore, as a pathway to sector transformation, in a country, region or landscape, the best sequence seems to be by starting with GP&RI interventions that work on concrete solutions for perceived problems, followed by EPE and LI interventions. Policy objectives on social issues are also important, but may need to be preceded by or implemented in parallel with working on practical solutions for less sensitive issues such as environmental management systems for companies (e.g. waste management, reduced emissions).

The potential for Solidaridad to contribute to sector transformation, and thus to have sustained impact at scale, can be improved by an improved identification and focus on the underlying systemic drivers. The projects show several examples of contributing to systemic changes. However, a more explicit understanding of which systemic changes, including policy changes, are needed for sector transformation, would lead to better design of L&A strategies to contribute to such changes. Enhancing civic space is also an important systemic change. Through improvement of the enabling context, achieving systemic changes will contribute to scaling and sustaining results. Focusing on systemic changes requires a shift from a focus on field level solutions to a focus at governance, relationships and power dynamics, and the change of mindsets. While Solidaridad has focused on influencing policies, there are remaining challenges of implementing improved policies and addressing the underlying governance issues required to do so. So far, the projects that were evaluated did not specifically address sector or landscape governance including law enforcement. This may be because of political sensitivities and the complexity of the issue, or because Solidaridad had not yet built up sufficient capacities and local trust and credibility to address this topic.

Based on the experiences with EPE and LI activities there is good potential for Solidaridad to expand the field of expertise to new themes. In terms of setting goals and defining strategies, this evaluation suggests there is potential to reflect on how to further develop the strengths of Solidaridad. We found Solidaridad to have strong knowledge about business development, supply chain dynamics and increasingly also landscape approaches. EPE activities have put Solidaridad in a position where it can contribute to national and international policy design processes. This makes knowledge on macroeconomic topics such as supply-demand balance, price formulation, trade policies and trade balances, and employment creation increasingly relevant. There is also an increasing demand for more knowledge such as how to make use of digitalized marketing channels for smallholder-based supply chains (e.g. in tea and coffee) and diversify export markets (e.g. to the Middle-East). Concerning

landscape innovations, there is scope to expand the integrated landscape focus towards including governance aspects, investment opportunities, and influencing policy and systemic changes for a more enabling context, and the role of landscape level MSPs in doing so.

The following recommendations are made:

1. Make strategic choices on how EPE and GP&RI interventions can reinforce each other, e.g. by a well planned sequencing and coordinated integration. In contexts where Solidaridad is new and strong partners are absent, GP&RI interventions can help build up relations, generate in-depth knowledge, a reputation and a network. While EPE activities require independent funding to remain neutral (i.e. independent from actors with a direct interest in the L&A targets), field pilots can be co-financed by public and private sector actors. The landscape approach has high potential as it is intrinsically holistic, typically including at least pilots that are in fact GP and/or RI activities.
2. Depending upon Solidaridad's capacities and local trust and credibility, consider building up capacities on new themes of expertise, as mentioned above.
3. Better anticipate and define how scaling is expected to take place in its different dimensions (by copying, crowding in, expansion to other landscapes, countries or regions, and/or through systemic changes), monitor scaling, and strengthen processes of scaling where possible.
4. In addition to influencing policies, identify and address the root causes for poor implementation of policies by focusing more on governance structures and processes at the sector and landscape level.
5. The more Solidaridad operates with an international policy agenda, the more important it becomes to ensure strategic alignment between RECs in order to achieve effective engagement at international policy level. This means that national dialogues, campaigns, and linking and learning activities feed into global level activities and vice versa, reinforcing each other reciprocally towards systemic change at different levels.

6. Lessons learned & recommendations on L&A strategies

Three different L&A strategies were identified (see section 2). While these have been used in combination and complementarity, this evaluation found that projects make deliberate and strategic choices which strategy to adopt. We have tried to better understand the underlying reasoning and logic. The following overview on common enabling and disabling conditions across the L&A strategies, emerging from the evaluation, has been helpful for such understanding.

Disabling conditions	Enabling conditions
<ul style="list-style-type: none"> • Excessive bureaucracy: this hampers progress although a proactive role of Solidaridad was noted to speed up the process. • Competing policy objectives: this can create barriers for alignment between stakeholders • Political tensions within and between countries, e.g. political tensions between India and Malaysia affected project activities. • Change in decision-makers: The change of decision makers often causes delays, but it can also result in the introduction of more capable and willing decision-makers. 	<ul style="list-style-type: none"> • Supportive existing policy frameworks: Where good policies are in place and are aligned with Solidaridad's objectives. • Strong national / local institutions, coordination and networks: This facilitates the choice of who to target and facilitates policy implementation. • Sense of urgency: This helps to raise awareness for the need to change through collaborative action, for instance climate change, water pollution, food safety concerns and deforestation.

The following tabular overview shows how both contextual conditions and internal position, role and capacities have influenced the L&A strategies that were adopted.

The influence of context factors and Solidaridad position, role & capacities on decision-making for 4 different L&A strategies

	1a. Direct policy influencing by Solidaridad	1b. Direct policy influencing by CSOs	2. Policy influencing through MSPs	3. Landscape approach
Context factors	<ul style="list-style-type: none">Strong institutions & policies, including law enforcement, are supportive to each L&A strategy, while weak institutions & policies always constitute a challenge. This factor is not discriminating between L&A strategies.			
	<ul style="list-style-type: none">Rigid bureaucracies and slow policy changesOpen civic spaceHigh level decision-makers open to dialogueSense of urgency to find solutions	<ul style="list-style-type: none">Scenario 1: open civic space and strong CSOs are present and have good contacts with decision-makersScenario 2: Repressed civic space with Solidaridad or MSPs not accepted	<ul style="list-style-type: none">Open civic spaceStakeholders see value in collaborative actionNo stakeholder conflictsLocal decision-makers and private sector willing to participate in MSPs	<ul style="list-style-type: none">Competing interests between different ecosystem usersSectors causing urgent landscape degradationOpenness to bottom-up / decentralized policy dialogue
Position, role and capacities	<ul style="list-style-type: none">Good relations with public and private sector decision-makers<ul style="list-style-type: none">Evidence-based knowledge of solutionsUnderstanding of policy processes, good L&A skillsAbility to create or make use of policy windows			
	<ul style="list-style-type: none">Solidaridad / CSO has solid reputationTrustworthy relations between Solidaridad & CSOs		<ul style="list-style-type: none">MSP has mandate from public/private decision-makersMSP members include decision-makersExperienced facilitator with neutral positionGood governance within MSP	<ul style="list-style-type: none">Solidaridad has social capital (e.g. expertise, networks, reputation) in landscapeGood governance within landscape level MSPs

Lessons learned and recommendations on L&A strategy 1: Direct policy influencing (a) by Solidaridad or (b) by partners / CSOs

Direct policy influencing has been an L&A strategy in many projects and serves many purposes. It is effective to raise awareness and create willingness to collaborate at higher levels of public or private sector actors, who are open to dialogue with Solidaridad or CSOs. Where Solidaridad has a good reputation this strategy has been effective to unlock complex bureaucracies and thus speed up processes of policy formulation or implementation, after which CSOs or MSPs can take over.

In countries with a repressed or closed civic space, especially when new to a country, it appeared better for Solidaridad to keep a low profile and empower local CSOs. In such contexts, direct policy influencing is not the best option to pursue and it makes more sense to empower CSOs to create a shared voice. Empowerment of CSOs may include training on basic skills (administration, communication) and providing ICT equipment for connections with national and international NGOs. However, in doing so, Solidaridad's role of providing support behind the scenes will be important. Even if relationships with key decision-makers already exist, it is still recommended to start collaboration on field implementation projects (e.g. GP&RI) before engaging in direct L&A activities. The collaboration

with and role of the Dutch Embassy proved to be important especially in countries with a repressed civic space, to establish contacts with high level decision-makers.

Solidaridad's role in this strategy is highly dependent upon its credibility, capacities and the type of partners. Direct policy influencing is done by Solidaridad staff, or primarily by partners, being CSOs or others, or jointly. A long standing presence in a country with field level experience facilitates a more active role by Solidaridad. In this strategy, Solidaridad has supported CSO partners on L&A skills particularly by supporting and accompanying them in direct L&A activities and sometimes through training. In situations with strong partners and CSOs with L&A experience Solidaridad's role will be more in the background.

For direct policy influencing it is key to invest in personal relationships and strong partnerships with the target private and public decision-makers. This is often a lengthy process, but the resulting relations and trust are key to long-term success. It is also important to understand the political economy context and the opportunities, and be aware of windows for policy change. This requires a continuous assessment of the context and the flexibility and adaptive management to respond to opportunities and changes.

This evaluation shows there has been little capacity building of Solidaridad staff on policy analysis or L&A skills. Some RECs facilitate internal learning on L&A strategies by organizing regular staff meetings to discuss challenges and opportunities related to project implementation. Having experienced staff who share knowledge and experience with new recruits is a key enabler. Whereas actual direct policy influencing activities are relatively cheap, to become successful additional human resources and investments may be needed for intelligence, in research and field pilots. L&A skills should include how to create or benefit from policy windows (moments in policy-making processes when decision-makers are more open to change).

Recommendations:

6. There is need to invest in the capacity needed to perform policy analysis, understanding key policies and regulations associated with the problems in a sector, ensure full understanding of the associated stakeholders, the underlying power dynamics, the enabling and disabling factors, and how to create or benefit from policy windows to influence policies, and plan advocacy strategies accordingly. This should be complemented with continued support of CSOs in their L&A activities (notably by repeated joint lobbying).
7. In countries with a repressed or closed civic space, especially when new to a country, it is better for Solidaridad to keep a low profile and empower local CSOs in stead of direct policy influencing. To empower CSOs and create a shared voice useful support is securing ICT infrastructure, building up communication skills, and establishing linkages with the international network are important.

Lessons learned and recommendations on L&A strategy 2: Policy influencing through multi-stakeholder platforms (MSPs)

MSPs serve many purposes and give L&A activities more weight than individual actions. In all evaluated AfC projects, Solidaridad has established or strengthened MSPs as part of their L&A strategy. MSPs often fill a gap, in terms of moderate institutions and policies, and often poor law enforcement. MSPs have been operational at national, landscape and occasionally at international level. MSPs contribute to co-creation of knowledge, capacity building, match-making & networking, shared agenda setting, conflict resolution & trust building, shared L&A activities, and joint inputs to standard development. MSPs give policy messages more weight and credibility than actions by individual CSOs. In relation to standards development, MSPs ensure the standards being developed address all aspects of sustainability, are approved by and are relevant to a broader section of stakeholders. In repressed states, MSPs are generally unacceptable, though more informal collaborations are still a valid strategy. As part of establishing MSPs, Solidaridad has successfully supported initiatives of conflict resolution

between CSOs and other stakeholders, and enhance cooperation with local stakeholders. The establishment of MSPs and their capacity building contributes to building up civic space.

International multi-stakeholder processes are particularly relevant in contexts where the options to create change within countries or landscapes are limited and/or are strongly dependent on international trade dynamics and political relationships between key trading nations. The international initiatives contributed to market and trade promotion, aligning and recognizing national sustainability standards and enhancing technology exchange and knowledge development.

The functions of an MSP show changes over time. MSPs can also become redundant, for instance once national standards have been developed and are managed by the appropriate institutions, or if conflicts are solved and relations of trust built up leading to partnerships or bilateral relations that take over the roles of the MSP.

Several internal conditions and capacities were found to be important for MSPs to be successful. They include: getting key stakeholders to participate and managing their expectations from the onset, feeding the dialogue with fact-based data to agree on key issues, supporting the vision for the sector or landscape with agreed interventions, and finding a balance between concrete short-term outputs and more strategic longer-term outcomes. It is also good to ensure a government mandate for a MSP, define clear roles between members with possible separate committees or working groups assigned with a specific time-bound task. When operating at international level, it is usually more effective to first ensure there is consensus within each country before starting to create alignment between countries. For example, the AfricaGAP ambition in the F&V projects was discontinued once it became clear that many countries lack the national standards necessary to serve as building blocks for the regional standard. However, the reverse can also be valid, where international action drives national action. For example, the international ASPN network was a key driver in the creation of a national Indian palm oil initiative.

Capacity building has focused on CSO capacities to participate in MSPs and contributing to an effective dialogue, as well as internal capacities of leadership and governance. Solidaridad often plays a role as a convener or is part of the MSP leadership. Solidaridad's experience, not-for-profit status, independence, understanding of the private sector, sector knowledge and facilitation skills are important in this. Solidaridad supports CSOs to participate in MSPs. The building up of a relation of trust between different stakeholders and creating a safe space for multi-stakeholder dialogue is sometimes enough to empower CSOs to participate effectively.

Establishing an MSP is costly, but costs generally reduce over time. We found that all MSPs established by Solidaridad are dependent upon Solidaridad and/or other external funding. Establishing an MSP is often the most costly activity of the AfC project, mainly because of the required staff time. Over time, these costs tend to reduce considerably.

Recommendations

8. Define the purpose of the MSPs being established, ensure its alignment with L&A strategies, and evaluate the relevance over time or whether the MSP has become redundant.
9. Solidaridad's role in MSPs should be mainly a combination of the expert and neutral convening role.
10. Support MSPs in understanding policy processes and developing L&A skills on how policies can be influenced, and how to create or benefit from policy windows to influence policies. Involve (national level) government agencies in the leadership of an MSP for direct linkages to policy changes and law enforcement, or alternatively keep national agencies well informed.

Lessons learned and recommendations on L&A strategy 3: Landscape innovations

Landscape projects operate at a jurisdictional scale and usually deal with multiple administrative levels as well as multiple sectors that operate in the geography. Within the landscape (project), there are often multiple MSPs (at different scales). Lobby and advocacy strategies are most commonly through MSPs (L&A pathway 2), but also includes direct policy engagement (pathway 1) and CSO empowerment (pathway 3). By taking an integrated or holistic approach, landscape projects integrate GP&RI as well as EPE objectives in one project. Landscape initiatives often operate at a jurisdictional scale with openness to bottom-up / decentralized policy dialogue.

This strategy is particularly relevant in contexts where sustainability issues require action at a wider (landscape) scale and by multiple stakeholders, and where different landscape users have competing claims over resources. Landscape projects and particularly the process of establishing MSPs can contribute to overcoming competing relations (or even conflicts) and build relations of cooperation between stakeholders and the adoption of good practices. Where policy influencing took place, Solidaridad in most cases took the lead in lobbying key decision-makers (strategy 1), especially at national level, followed or in parallel with MSPs being involved in L&A activities at local level (strategy 2).

Creating successful connections between local and national administrative layers will promote the success and scaling of landscape interventions. While landscape projects have a local focus, by establishing landscape level MSPs and conducting local pilot studies, this evaluation identified the importance of engaging other relevant administrative layers including national stakeholders (public agencies), in order to ensure the link between field practices and the enabling context. If taken on board from the beginning and in the right way, there is evidence that national government can play an important role in scaling the approach to other landscapes, or other sectors, or even other countries.

Landscape project would benefit from a better analysis of relevant policies and systemic issues and undertaking pilot activities. In the design phase, all landscape projects have carried out preparatory studies to understand the situation in the landscape. However, what has not been strongly developed is an analysis of relevant policies and systemic issues, in order to set clear L&A targets and strategies. The integrated landscape approach success depends, among other factors, upon close interaction between on-the-ground pilots that demonstrate solutions, the elaboration of strong business cases linked to major investors, and working on an enabling policy context. In the current projects, land use planning, law enforcement and monitoring could receive more attention.

Pre-existing experiences and building up social capital in the landscape and related sectors supports Solidaridad's convening role in the landscape approach. In the AfC projects, Solidaridad is the convenor of the landscape projects. They usually build on firm experiences of Solidaridad in related supply chains and sectors which contributed to build up trust and networks with private and public sector actors.

In addition to technical aspects, landscape projects need more training on L&A strategies. Most landscape projects received training on landscape management and also on a range of landscape management tools, including pilots of their implementation. There has been limited training on aspects of policy analysis, integrating supply chain/ sector and administrative policies, as well as effective lobby & advocacy strategies.

Recommendations:

11. It is critical within the integrated landscape approach to remain aware of the potential trade-offs between the goals of productivity increase and the goals of conservation or protection.
12. There is scope for further developing the role and responsibilities of MSPs in landscape governance, with the aim to develop just, inclusive and equitable landscape governance systems. Local pilots

could test which governance models will work out in practice in the local political context. Working on this is very much in line with objectives of strengthening civic space.

13. It is important for Solidaridad to engage with high level decision-makers, if possible at national level, as these are critical for ensuring the enabling context, and to play a role in scaling the approach to other landscapes, or other sectors, or even other countries.

Cross-cutting issue 1: Inclusiveness and gender

This evaluation found that AfC projects have a strong focus on smallholder and indigenous groups and apply different strategies to empower them. While many activities with smallholders and indigenous groups are trying to directly improve their livelihoods (e.g. through yield improvement and market access), the AfC projects also adopt strategies to empower them. However, it often takes long or it is even unrealistic to expect grassroots organizations to become effective in national or international policy dialogues. In such contexts, Solidaridad could forge strong partnerships between smallholder associations and industry associations and ensure the industry associations advocate for smallholder interests at (inter)national platforms. Solidaridad staff can also directly represent and defend smallholder interests. This requires the development and maintenance of genuine partnerships with grassroots organizations in order to articulate their interests.

While several AfC projects have successfully achieved goals related to improving women's livelihood, it appears to be more challenging to enhance women's voice. Especially the systemic (including cultural) issues seem to hamper this from being achieved. We found few projects with explicit goals and targets aimed to empower and enhance women participation in local or national decision-making and L&A activities. Examples are the Lestari project in Indonesia, the F&V MSPs in East Africa, and the PASOS project in Honduras. We did not come across explicit identification of the underlying systemic issues, such as socio-cultural norms or power dynamics.

Recommendations:

14. Formulate explicit goals regarding the inclusion of the voice of women and other target groups. Depending on the capacity of these target groups, consider direct strategies (e.g. supporting them in L&A activities) and indirect strategies (e.g. having Solidaridad or industry associations to defend their interest). The strategies may also differ for local, national and international level. Any indirect strategy needs to be based upon genuine partnership.
15. There is need to focus on implementing practices from Solidaridad's gender inclusivity bucket book on improving women's voice and addressing underlying systemic issues, such as cultural norms.

Cross-cutting issue 2: Partnerships

Genuine partnerships are key in all L&A strategies. The evaluation showed that Solidaridad has been able to develop many genuine partnerships. Partners do not see the partnership as a one-sided source of support. Various partners mentioned that they also support Solidaridad. For example, they help Solidaridad to reach out to smallholders or to other public sector decision-makers, or build the networks necessary for representative participation in an MSP. Others refer to the technical or scientific inputs they share with Solidaridad. This shows that the collaboration is based upon the principle of equality rather than a traditional development project – which has a donor-beneficiary basis.

Recommendations:

16. It is recommended to continue investing in partnerships based upon the principle of equality, but also to remain critical of partners and change partners where there are good reasons to do so.

7. Lessons learned and recommendations for PM&E, learning and exit

This evaluation found that where Solidaridad has experience in, or done good diagnostics, of a sector in its policy context, the ToCs are better grounded, and the policy targets, resulting strategies and actions are better defined. Another strength is that Solidaridad has been successful in combining different L&A strategies in a flexible manner in line with what the context demands. In most cases Solidaridad combined different L&A strategies, depending upon the context and changing over time. This responsiveness and flexibility is a strength, and there does not appear to be any evidence of negative trade-offs in projects that have shown flexibility and responsiveness. However, with a better understanding of the sector and landscape context, more effective strategies could have been designed and implemented from the beginning.

Recommendations:

17. There is need to build capacities and clear diagnostics for undertaking a policy and context analysis in order to identify relevant policy and other systemic issues. This can be part of developing the theory of change and strategic pathways. This process should be participatory to also contribute to local ownership. This will also help to better understand which capacities and partners are needed.
18. To identify the most suitable L&A strategies to directly or indirectly influence the identified policy targets and other systemic issues, it is recommended to use the following set of questions (Box 1). Gradually, as part of a learning process, these questions may be further developed.

Box 1: Questions to support informed decision-making on L&A strategies.

Key questions on the context:

1. Does the country have strong / moderate / weak institutions & policies?
2. Are policies and laws adequately enforced, at sector and/or landscape level? (Y/N)
3. What is the state of civic space, varying from open to repressed?
4. Is there a sense of urgency to find solutions to certain problems? (Y/N)
5. Are there policy windows to influence public /private policies? (Y/N)
6. Are public/private decision-makers open to policy dialogue and collaboration? (Y/N)
7. Does the country have strong CSOs? (Y/N)
8. Do stakeholders have competing interests / conflicts or common interests / trust?
9. Do stakeholders see a value in collaborative actions? (Y/N)

Key questions on Solidaridad and CSO position, role and capacities:

1. Does Solidaridad have strong social capital (networks, expertise and reputation)? (Y/N)
2. Does Solidaridad have clear added value as compared to local CSO partners? (Y/N)
3. Does Solidaridad have good relations with key public and private decision-makers? (Y/N)
4. Is there good collaboration between Solidaridad and CSO partners? (Y/N)
5. Is there good understanding (e.g. based on field work) of solutions for (urgent) problems? (Y/N)
6. Is there good understanding of policy-processes and L&A skills? (Y/N)
7. Does the MSP give a voice to different stakeholders and is well governed? (Y/N)

19. It is always useful, especially if good knowledge is missing and additional diagnostics are needed, or if the external context shows rapid changes, to revisit and adjust a project's ToC approx. 6 months after implementation started and at least every 2 consecutive years. It is common for a policy and economic context to show (unexpected) changes; these changes and the consequences for the ToC and chosen L&A strategies should be documented.

While M&E and learning has received much attention in the AfC program, and has generated useful data, there is need for strengthening M&E and learning in a number of ways. For example, working with policy stages is considered very useful to capture progress and allow aggregation of findings within the AfC program. However, some improvements are needed:

- the framework should acknowledge that policy change processes can skip or reverse stages, policy change is rarely a linear process

- the last stage of policy implementation should be expanded to include sub-stages of implementing policies including law enforcement, with different levels of maturity
- add the possibility of monitoring ‘small wins’, which are small yet significant positive improvements that do not directly lead to more advanced policy stages, but do improve the potential for such changes.

We found good internal learning and also learning between some regional projects, though little is documented. Learning at a global scale is weak. There is a lot of exchange within and between teams, but lessons are commonly not documented. For instance, a lot of experience was built up in Bangladesh working on social issues in the garment sector, but none of this has been documented to allow for the project in Myanmar and Ethiopia to benefit from. Also, the lessons from the Myanmar-Ethiopia exchange visit could have been documented, as well as the actions taken by participants based on the exchange. A positive exception are the lessons learned from developing investment proposals in PASOS Honduras and Nicaragua. Most Solidaridad staff admits that global learning is weak. This is possibly because the right learning questions have not been well defined, or because management level did not support this activity as a priority, so that many RECs do not see their interests being reflected. One could argue that there should have been a L&A Task Force as for many staff L&A activities were relatively new.

Recommendations:

20. There is need to improve the definition of the stages of policy change in order to make this policy change monitoring tool more effective, see for details on improvement above.
21. There is the need to better define systemic changes and how these will be monitored. To do so, a combination of quantitative and qualitative indicators should be developed to capture outcomes, e.g. to capture landscape governance (e.g. such as the framework proposed by LandScale) or monitoring systemic changes or sector transformation (e.g. such as proposed by Aidenvironment). Defining targets in terms of the desirable state of systemic issues should form part of such monitoring efforts, and will be part of a pathways approach.
22. There is need to include at least one KPI on the following important aspects:
 - women’s voice and / or underlying systemic issues
 - scaling in its different dimensions (by copying, crowding in, expansion to other landscapes, countries or regions)
 - business case development to generate evidence based on credible data.
23. Mechanisms for evidence-based learning should be enhanced. To do so, well-defined learning and research questions and M&E are important. This could start with a limited list of strategic learning questions to which selected RECs and projects contribute. This has been tried before. However, knowledge themes and learning questions were not followed up with concrete cases studies to generate content. We believe learning questions should be more strategic, with room for more specific learning questions that are relevant for differing regional contexts, but from which evidence can contribute to the larger ‘strategic’ question. In addition, learning cycles should be shorter, M&E less quantitative and less demanding, and lessons better documented.
24. As part of improving the M&E system, at least for a limited number of projects, in order to inform a learning strategy, it is recommended to include activity-based costing with complementary output level monitoring to assess the cost-efficiency of different L&A strategies.

While a period of five years is too short to change public and private policy environments and contribute to sectors being transformed, in several cases the Solidaridad engagement has been of a much longer period, and there are some promising cases of large scale and sustained impact. The PASOS project provides a good example of how to secure funding and make the landscape initiative less dependent upon future Solidaridad funding. The investment proposals were attractive to investors because PASOS has found a way to convincingly manage high biodiversity-valued landscapes through a credible and participatory approach. Like the PASOS landscape project, the Ganga landscape project in India is also based on a longer period of involvement, and there are promising developments of scaling up the approach to new sectors and a much larger landscape area.

Recommendations:

25. *Instead* of working towards an exit strategy, there is a need for long-term commitments with a possible decline of the intensity of support over time, changing to one of lower intensity and limited resources. Also for landscape projects, there is a strong argument for Solidaridad to remain engaged with a number of selected landscapes to show the full potential of the integrated landscape approach, while co-funding by third parties would be an essential component.
26. If the MSP is meant to last, it needs to be supported to develop approaches to become more independent, institutionally embedded and financially independent, e.g. by developing membership fees or service delivery that generates revenues for MSPs. This support may need to go beyond five years in duration, but the cost and intensity of support will likely decrease as the MSP has matured.

aidenvironment

Barentszplein 7
1013 NJ Amsterdam
The Netherlands
t +31 (0)20 686 81 11
info@aidenvironment.org
www.aidenvironment.org

ANNEX 10

MANAGEMENT RESPONSE TO THE END EVALUATION AFC

End Evaluation of Solidaridad's Advocacy for Change programmes

Management Response

January 2021

Introduction

The end evaluation of Solidaridad's Advocacy for Change (AFC) programmes over the period 1 January 2016-December 2020 was timely. Advocacy for Change allowed Solidaridad to implement our Multi-Annual Strategic Plan (MASP) 2016-2020. As of 2020, we developed the RECLAIM SUSTAINABILITY! Programme, a world-wide advocacy programme for sustainable and inclusive supply chains, in consortium with Business Watch indonesia, TrustAfrica, Fairfood international and the Solidaridad network.

This evaluation was an opportunity for Solidaridad to reflect on how we work, and to inform our strategic thinking and implementation post 2020. We are encouraged by the findings of the evaluation. We have taken full notice of the areas for improvement, and have embraced the recommendations in our new programme in partnership with the Ministry of Foreign Affairs.

Relevance

We are encouraged by the finding that the AFC programme has shown to be relevant, and builds upon earlier Good Practices (GP) and Robust Infrastructure (RI) projects, working on improvement of the policy context for these projects. When building upon earlier experiences, Solidaridad already had a good knowledge of a sector and/or landscape which contributed to the definition of relevant lobby and advocacy policy objectives and strategies, such as for the tea sector in Indonesia. We take full note of the finding that we can enhance our understanding and explicitation of the policy context at the start of a new programme to improve the relevance of policy objectives and L&A strategies.

Effectiveness

Solidaridad is pleased with the generally positive assessment of the effectiveness of our strategies. The majority of our projects (63% of our portfolio) have contributed significantly to policy change, while in the projects where no significant policy changes were noted, 'small wins' or important incremental steps towards change. Small wins can be relevant in situations of wicked or complex problems, where pathways of change may not be so clear. A series of small wins may finally result in real policy change.

Obviously there is a need for follow-up activities to make policies work. We are not there yet! Policy change processes can take time, and depend on the political context. The first years of a project are needed to align with partners and set-up a multistakeholder partnership or platform, conduct policy research and build relationships with L&A partners and targeted decision-makers. In those cases the actual policy influencing starts only after a few years. Hence, there are several examples where policy targets have not yet been achieved but are in progress.

The evaluation confirms that we have been successful in strengthening smallholder and indigenous people associations to participate in MSPs and L&A activities, liaising between smallholder associations and powerful industry associations. This confirms our strategy that enhancing participation is the first step to be heard. We agree with the observation that we should pay more attention to our internal and external (i.e. our partners') capacity to carry out policy analysis and formulate policy goals (stage 6) and L&A strategies and with the observation that we need to focus on the more complex issue of strengthening women's voices.

Efficiency

We are encouraged by the conclusion that our main activities (Multi Stakeholder Platform, stakeholder engagement, and Pilot Demonstrations) are highly cost-effective. This has largely to do with the high effectiveness and essentiality of these activities, according to the evaluator. The evaluator assessed the cost-effectiveness of our Lobby and Advocacy activities as moderate, largely because policy change also depends upon external factors; the linearity of its contribution to policy change is variable.

The evaluation was constrained to make strong statements about the efficiency of our programme. In addition, efficiency evaluation of a nonlinear and reactive programme such as Advocacy for Change is quite challenging. Advocacy and Lobby activities are adjusted along the way, depending on developments inside and outside the project. Trial and error is a given, and a long breath is essential. We will embrace the recommendation to work towards activity-based costing with complementary output level monitoring to allow us to assess the cost-efficiency of different L&A strategies, which could inform a learning strategy better.

Impact

Solidaridad is very pleased with the general conclusion that our Advocacy for Change programme has made an important contribution to several systemic changes. The evaluator explicitly mentions our contribution to:

1. Improved service delivery, by public or private sector
2. Trust and dialogue between stakeholders
3. Coordination of and alignment between stakeholders
4. Strengthening of civic space, largely related to capacity building of CSOs and MSPs
5. More transparency / accountability of stakeholders, as well as reduced corruption
6. Shift of mindsets and norms

The evaluator concludes that the AfC programme has made an important contribution to the potential for sector transformation, especially when seen in combination with projects aimed at supporting Good Practices and projects aimed at Supportive Business Ecosystems. We are enormously encouraged by this finding, that so clearly reaffirms our theory of change with supporting intervention areas at these four lines.

The recommendations to further contribute to systemic change are an integral part of our 2021-2025 Multi-Annual Strategic Plan, including improved access to markets; change in power dynamics between stakeholders; sector and/or landscape governance; social sustainability issues in supply chains and increased investment in the sector. These form central focus areas in our future RECLAIM SUSTAINABILITY! Programme, 2021-2025, and Practice for Change programme (2021-2022).

We support the evaluators' conclusion that, to fully transform sectors, in nearly all projects systemic issues still need to be addressed. We also agree with the evaluator that a five-year timeframe is generally too short to change public and private policy environments and address systemic issues to a degree that one can claim sectors have been transformed. We are therefore happy that the Ministry of Foreign Affairs granted a substantial subsidy to our follow-up programme RECLAIM SUSTAINABILITY! to work on Enabling Policy Environment in the coming 5 years in

major global supply chains and local and regional sectors around the world. This grant will enable us to build upon the work done within Advocacy for Change.

Scaling and Sustainability

The evaluator found evidence of scaling through mechanisms of copying, crowding-in or expansion of good practices, i.e. scaling within a landscape or sector, more members joining multi stakeholder partnerships, scaling to other landscapes and countries, e.g. zero-deforestation agreement from Honduras to Nicaragua and Guatemala, scaling to other sectors. We embrace the recommendation to better capture and monitor or steer these scaling processes.

Concluding remarks

Solidaridad is pleased that comprehensive evaluations of its work are encouraged by the Dutch Ministry of Foreign Affairs (MoFA). We thank the External Reference Group consisting of ProFound, Sloot Consult and Beagle Solutions, that guided the process over the past 12 months. The External Reference Group has provided valuable advice and expertise on methodology, analysis, usefulness and quality, and helped bring the report to the maximum level that the research team could achieve within the given time, budget and expertise.

We realize that our strategy is comprehensive, intertwined and multifaceted, and our network organisation is large and dynamic. We realize it takes time for any external team to fully comprehend the nature of our organisation. The evaluation has confirmed many of our own observations, and has given us ample input for the future.

We are confident that we will be able to act on those areas which require improvement.

Recommendation	Action
Recommendations on strategic choices	
1. Make strategic choices on how EPE and GP&RI interventions can reinforce each other, e.g. by a well planned sequencing and coordinated integration. In contexts where Solidaridad is new and strong partners are absent, GP&RI interventions can help build up relations, generate in-depth knowledge, a reputation and a network. [...]	<p>This is especially relevant in cases when Solidaridad becomes active in 'new' countries. Our Multi-Annual Strategic Plan (MASP) is designed in such a way that the EPE and GP&RI (in the future Sustainable Business Ecosystems/SBE) interventions must be strongly connected to create systemic change. Various donors and programmes in our countries together fund this strategy, which is not always made explicit to our donors. We will assure that this embeddedness of various interventions in specific sectors is more strongly outlined.</p> <p>We will include practical trust building measures in programming. We will include partnership presence and stability into risk assessment.</p>
2. Depending upon Solidaridad's capacities and local trust and credibility, consider building up capacities on new themes of expertise, [including] knowledge on macroeconomic topics such as supply-demand balance, price formulation, trade policies and trade balances, and employment creation, [...] knowledge such as how to make use of digitalized marketing channels for smallholder-based supply chains (e.g. in tea and coffee) and diversify export markets (e.g. to the Middle-East).	Our third Multi-Annual Strategic Plan places an increased attention on learning and innovation. It includes cross-regional (global) expertise teams (GETs) around our intervention levels Good Practices, Business Ecosystems, Enabling Policy Environment and Market Uptake. It also includes a special unit targeting our global innovation processes including the development of a Smallholder Sustainability Status Report that includes content and know-how on macroeconomic topics. Partnerships with other organisations like Fairfood, True Price and Threefold strengthen interventions on the crossroads of supply chains, digital marketing and economic aspects of commodity value chains.

3. Better anticipate and define how scaling is expected to take place in its different dimensions (by copying, crowding in, expansion to other landscapes, countries or regions, and/or through systemic changes), monitor scaling, and strengthen processes of scaling where possible.	<p>1) Innovation processes are better structured with clear phasing & decision making around successful development of new approaches, solutions, services and products. This also includes capacity development in the regions for innovations that do not have a global reach.</p> <p>2) Planning & monitoring protocols will include specific reference to types of scaling.</p>
4. In addition to influencing policies, identify and address the root causes for poor implementation of policies by focusing more on governance structures and processes at the sector and landscape level.	In the design and inception phase we will include the analysis of challenges to policy implementation. Expand sector and policy analysis to include policy implementation and barriers that stand in the way.
5. The more Solidaridad operates with an international policy agenda, the more important it becomes to ensure strategic alignment between RECs in order to achieve effective engagement at international policy level. This means that national dialogues, campaigns, and linking and learning activities feed into global level activities and vice versa, reinforcing each other reciprocally towards systemic change at different levels.	<p>We have improved the Global-to-Local (and vice-versa) linkages in our new programming. One of the major intervention strategies in Europe includes bringing the 'voice from the South' to the North, e.g. in European or global policy arenas so as to influence policies that affect farmers and workers.</p> <p>The Cross-regional Global Expertise Team on Enabling Policy Environment (GET on EPE) has as one of its tasks the learning and sharing of policy influencing approaches and strategies and can function as a promoter for cross-regional alignment.</p>
Lessons learned and recommendations on L&A strategy 1: Direct policy influencing (a) by Solidaridad or (b) by partners / CSOs	
6. There is a need to invest in the capacity needed to perform policy analysis, understanding key policies and regulations associated with the problems in a sector, ensure full understanding of the associated stakeholders, the underlying power dynamics, the enabling and disabling factors, and how to create or benefit from policy windows to influence policies, and plan advocacy strategies accordingly. This should be complemented with continued support of CSOs in their L&A activities (notably by repeated joint lobbying).	We have integrated this in the RECLAIM SUSTAINABILITY! Strategy, and have made this a major task for the Global Expertise Team on Enabling Policy Environment, see PART C of our proposal.
<p>7. a In countries with a repressed or closed civic space, especially when new to a country, it is better for Solidaridad to keep a low profile and empower local CSOs instead of direct policy influencing.</p> <p>b. To empower CSOs and create a shared voice, useful support in securing ICT infrastructure, building up communication skills, and establishing linkages with the international network are important.</p>	<p>a. Solidaridad is very aware of the risks of closed civic space. We monitor civic space and adjust our policy influencing strategy accordingly in order to remain effective. Through our local offices and staff we have built local credibility and are generally not seen as foreign entities. Meanwhile, the safety of our staff is central to our decisions on where we operate, and how.</p> <p>b. Together with our IT partner Threefold we work on ways to increase security and ownership of data by the farmers and their organisations.</p>
Lessons learned and recommendations on L&A strategy 2: Policy influencing through multi-stakeholder platforms (MSPs)	
8. Define the purpose of the MSPs being established, ensure its alignment with L&A strategies, and evaluate the relevance over time or whether the MSP has become redundant.	<p>We can support MSPs in defining the goals and as a member influence its strategy. As a board member we can have stronger influence on the chosen strategy, goals and relevance, than as an ordinary member.</p> <p>We will evaluate our own role and relevance of being involved in MSPs. It is, however, not our task to define or decide on redundancy, given the mere fact that this is a multi-stakeholder partnership that we do not own.</p>

9. Solidaridad's role in MSPs should be mainly a combination of the expert and neutral convening role.	We should not lose sight of our main agenda and remain critical of the direction of the partners in the MSP and steer (advocate) the agenda when there are good reasons to do so.
10. Support MSPs in understanding policy processes and developing L&A skills on how policies can be influenced, and how to create or benefit from policy windows to influence policies. Involve (national level) government agencies in the leadership of an MSP for direct linkages to policy changes and law enforcement, or alternatively keep national agencies well informed.	We see it as our role to take the lead in analyzing policy processes and sharing them in the MSP as a basis for strategy development, and by doing so build capacities of MSPs. Involving government agencies in <u>leadership of MSPs</u> may induce the risks of making the MSP too political, and interfere with power balance between the stakeholders. Instead, we better support MSPs to work towards concrete policy frameworks, guidance or recommendations in such a way that they can easily be adopted by regulators.
Lessons learned and recommendations on L&A strategy 3: Landscape innovations	
11. It is critical within the integrated landscape approach to remain aware of the potential trade-offs between the goals of productivity increase and the goals of conservation or protection.	This is a basic consideration in our MASP III strategic framework, balancing production, nature and prosperity. Ensuring we balance these different, and at times (perceived) contradicting goals is core to our mission.
12. There is scope for further developing the role and responsibilities of MSPs in landscape governance, with the aim to develop just, inclusive and equitable landscape governance systems. Local pilots could test which governance models will work out in practice in the local political context. Working on this is very much in line with objectives of strengthening civic space.	Solidaridad is reconsidering the use of the terminology of landscape systems but will continue to have integrated sets of activities in geographic areas, focusing on the urban-rural food systems, with municipalities as enablers of policy environments and within these areas the strengthening of civic space. Lessons on success factors from local governance models from the AfC program portfolio will be taken into account in our future work.
13. It is important for Solidaridad to engage with high-level decision-makers, if possible at national level, as these are critical for ensuring the enabling context, and to play a role in scaling the approach to other landscapes, or other sectors, or even other countries.	We agree that high-level decision makers are critical actors to make spatial planning and management work. It highly depends on their capacity and willingness to adjust and partner, and follow-up, influenced by political trends. By working through locally registered offices with national staff we are able to build strong credibility towards policy makers.
Cross-cutting issue 1: Inclusiveness and gender	
14. Formulate explicit goals regarding the inclusion of the voices of women and other target groups. Depending on the capacity of these target groups, consider direct strategies (e.g. supporting them in L&A activities) and indirect strategies (e.g. having Solidaridad or industry associations to defend their interests). The strategies may also differ for local, national and international level. Any indirect strategy needs to be based upon genuine partnership.	This has been incorporated in our Reclaim Sustainability! Program with a specific emphasis on gender transformation that will be specified further in the projects.
15. There is a need to focus on implementing practices from Solidaridad's gender inclusivity buckets book on strengthening women's voices and addressing underlying systemic issues, such as cultural norms.	This has been incorporated in our Reclaim Sustainability! Programme and is also integrated in how we operationalise our new 5-year strategy, through the set-up of a community of practice on Gender and Social Inclusion.
Cross-cutting issue 2: Partnerships	
16. It is recommended to continue investing in partnerships based upon the principle of equality, but also to remain critical of partners, and to change partners where there are good reasons to do so.	We will review our partnerships regularly. We aim to build partnerships and have the ambition that our partners also influence Solidaridad in its decisions and strategic choices.
Lessons learned and recommendations for PM&E, learning and exit	

17. There is a need to build capacities and clear diagnostics for undertaking a policy and context analysis in order to identify relevant policy and other systemic issues. This can be part of developing the theory of change and strategic pathways. This process should be participatory to also contribute to local ownership. This will also help to better understand which capacities and partners are needed.	This recommendation is taken fully at heart. In our RECLAIM SUSTAINABILITY programme, the first semester of 2021 will be dedicated to participatory design based on thorough assessment of policy and systemic issues.
18. To identify the most suitable L&A strategies to directly or indirectly influence the identified policy targets and other systemic issues, it is recommended to use [a] set of questions [presented on page in Box 1, page 12 of Executive Summary]. Gradually, as part of a learning process, these questions may be further developed.	The methodology as proposed by the evaluator will be integrated in our PCM.
19. It is always useful, especially if good knowledge is missing and additional diagnostics are needed, or if the external context shows rapid changes, to revisit and adjust a project's ToC approx. 6 months after implementation started and at least every 2 consecutive years. It is common for a policy and economic context to show (unexpected) changes; these changes and the consequences for the ToC and chosen L&A strategies should be documented.	In the next 5 years, we will further integrate adaptive management and TOC review in our PCM so that ToC is reviewed on an annual basis.
20. There is a need to improve the definition of the stages of policy change in order to make this policy change monitoring tool more effective[...]	The Global Expert Team on EPE will further specify the different stages and results expected for each policy stage in our Policy change monitoring tool.
21. There is the need to better define systemic changes and how these will be monitored. To do so, a combination of quantitative and qualitative indicators should be developed to capture outcomes, e.g. to capture landscape governance (e.g. such as the framework proposed by LandScale) or monitoring systemic changes or sector transformation (e.g. such as proposed by Aidenvironment). Defining targets in terms of the desirable state of systemic issues should form part of such monitoring efforts, and will be part of a pathways approach.	Our Monitoring framework will identify systemic changes and indicators to monitor these with targets of desirable change.
22. There is need to include at least one KPI on the following important aspects: <ul style="list-style-type: none"> - women's voice and / or underlying systemic issues - scaling in its different dimensions (by copying, crowding in, expansion to other landscapes, countries or regions) - business case development to generate evidence based on credible data. 	By the second quarter of 2021, a detailed monitoring plan will be developed for our RECLAIM SUSTAINABILITY! Programme, during which we will also consider these suggested indicators.
23. Mechanisms for evidence-based learning should be enhanced. To do so, well-defined learning and research questions and M&E are important. This could start with a limited list of strategic learning questions to which selected RECs and projects contribute. This has been tried before. However, knowledge themes and learning questions were not followed up with concrete case studies to generate content. We believe learning questions should be more strategic, with room for more specific learning questions that are relevant for differing regional contexts, but from which evidence can contribute to the larger 'strategic' question. In addition,	Four Global Expertise Teams will be set up and focus learning on a limited set of strategic topics. These themes will be integrated in a learning plan with a strategic learning agenda where our commodity experts will bring in user cases to validate hypotheses. Learning cycles will be short to allow for sufficient relevance and motivation, after which new or follow-up learning questions will be formulated based on new insights, opportunities or needs.

learning cycles should be shorter, M&E less quantitative and less demanding, and lessons better documented.	
24. As part of improving the M&E system, at least for a limited number of projects, in order to inform a learning strategy, it is recommended to include activity-based costing [budget] with complementary output level monitoring to assess the cost-efficiency of different L&A strategies.	Cost efficiency is an important subject. Developing activity-based budgets is the basis for this. We need to be aware though that policy influencing trajectories are more challenging to plan ahead. Improving efficiency, and making budget-smart choices within a project is a must. Learning between projects is advisable, but comparing efficiencies between projects in our situation is not recommendable due to diversity in context, dynamics and objectives. Furthermore, the success rate of policy influencing programmes such as Advocacy for Change is difficult to predict, activities may or may not yield the results hoped for, depending on contextual developments.
25. Instead of working towards an exit strategy, there is a need for long-term commitments with a possible decline of the intensity of support over time, changing to one of lower intensity and limited resources. Also for landscape projects, there is a strong argument for Solidaridad to remain engaged with a number of selected landscapes to show the full potential of the integrated landscape approach, while co-funding by third parties would be an essential component.	Change processes often take longer than grant terms. This implies that we need to diversify our funding strategy to safeguard our capacity for long-term commitment to the change process and take into account the likely change of our role over time.
26. If the MSP is meant to last, it needs to be supported to develop approaches to become more independent, institutionally embedded and financially independent, e.g. by developing membership fees or service delivery that generates revenues for MSPs. This support may need to go beyond five years in duration, but the cost and intensity of support will likely decrease as the MSP has matured.	Include in the early phases of development of an MSP the issue of financial sustainability and help to design a joint roadmap towards gradual phasing out of development grants. Make explicit the projected changing role of Solidaridad itself.

ANNEX 11

GLOSSARY OF ACRONYMS

GLOSSARY OF ACRONYMS

ABT	Authority for the Supervision of Forest and Land	ReMNET	Responsible Mining Network
AfC	Advocacy for Change	RJC	Responsible Jewelry Council
AGT	Dutch Agreement on Sustainable Garment & Textile	RLRT	Responsible leather Roundtable
ASM	Artisanal Small Scale Miners	RSPO	Roundtable for Sustainable Palm Oil
ASPN	Asian Sustainable Palm Oil Network	RTRS	Roundtable for Responsible Soy
ATA	Asian Tea Alliance	SAC	Sustainable Apparel Coalition
BCI	Better Cotton Initiative	SARRSB	Southern Africa Regional Roundtable for Sustainable Beef
BT	Black Tiger		
CAH	Crédito Agrícola de Habilitación	SLCP	Social Labour and Convergence Programme
CNVOA	China National Vegetable Oil Association	SLCP	Social & Labor Convergence Program
CSO	Civil Society Organization	SLI	Sustainable Landscape & Innovation
CTUM	Confederation of Trade Unions Myanmar	SME	Small and medium-sized enterprises
DD	Dialogue and Dissent	SP	Strategic Partnership
DoF	Department of Fisheries	SPOC	Sustainable Palm Oil Choice Initiative
F&V	Fruit and Vegetables	UNDP	United Nations Development Programme
GRSB	Global Roundtable for Sustainable Beef	WBP	World Banana Forum
HCVA	High Conservation Value Area	WCF	World Cocoa Foundation
INRA	National Institute for Agrarian Reform	WINCC	Women in Cocoa & Chocolate network
INRA	National Institute for Agrarian Reform	WRM	Women Rights in Mining
IPOS	Indian Palm Oil Sustainability		
KPI	Key Performance Indicator		
L&A	Lobby and Advocacy		
MMIP	Multilateral Mining Integrated Programme		
MoFA	Ministry of Foreign Affairs		
MozBoPA	Mozambique Boas Práticas Agrícolas		
MSI	Multi Stakeholder Initiative		
MSP	Multi Stakeholder Platform		
MSPO	Malaysian Sustainable Palm Oil		
NAP	National Action Plan		
NGO	Non-Governmental Organisation		
OECD	Organisation for Economic Co-operation and Development		
OHS	Occupational Health and Safety		
Pasos	Central America Sustainable Palm Oil Landscape Platform		
PfC	Practice for Change		
PO	Producer Organization		
RACCS	South Caribbean Coastal Autonomous Region		
REC	Regional Expertise Centre		

MORE INFORMATION

For more information about Solidaridad, please visit our website and follow us on Twitter or LinkedIn.



www.solidaridadnetwork.org



[@solidaridadnetw](https://twitter.com/solidaridadnetw)



www.linkedin.com/company/solidaridad

CHANGE THAT MATTERS

Solidaridad

't Goylaan 15
3525 AA Utrecht

Email: info@solidaridad.nl

Tel: +31 (0)30 272 0313