



## Terms of Reference

### Development of Production, Protection, Inclusion (PPI) Compacts in three landscapes in Colombia January 30, 2020

#### 1. Introduction

IDH Sustainable Trade Initiative (“IDH”) accelerates and up-scales sustainable trade by building impact oriented coalitions of front running companies, civil society, governments, knowledge institutions and other stakeholders in several commodity sectors. We convene the interests, strengths and knowledge of public and private partners in sustainability commodity programs that aim to mainstream international and domestic commodity markets. We jointly formulate strategic intervention plans with public and private partners and we co-invest with partners in activities that generate public goods.

A crucial component of IDH strategy is the achievement of a sustainable landscape that will supply deforestation-free and environmental responsible production to the markets. This would be materialized via Production, Protection and Inclusion (PPI) Regional Compacts where there is an agreement between public, private and civil society (including community) stakeholders to enhance the sustainability and productivity of land and secure community livelihoods in exchange for forest/natural resources protection in a given sub landscape.

On basis of these Terms of Reference, IDH aims to select a party that conduct: the development of Production, Protection, Inclusion (PPI) Compacts in 3 landscapes in Colombia: the Departments of Magdalena, Cesar and Huila.

#### 2. Background

Rising demand from growing populations and economies is placing ever greater pressure on natural resources. Of the current global population of just under 7.5 billion, about 12% go to bed hungry each day. It is expected that by 2050, agricultural output will need to increase by 60% globally, compared to 2005/2007 levels to respond to the demands of over 9 billion people; and that water scarcity will affect 54 countries, home to nearly 40% of the world's projected population.

At the same time, agricultural development is the key driver of deforestation. Between 70 and 80% of global deforestation of tropical forest is due to agricultural expansion. The latest report by the Intergovernmental Panel on Climate Change (IPCC AR5) states that of the 49 ( $\pm 4.5$ ) GtCO<sub>2</sub>eq emissions in 2010, 24% of total net emissions was associated with Agriculture, Forestry and Other Land Uses (AFOLU). Forests, land use change and reduced deforestation are therefore part of a sustainable economic development agenda and contribute to poverty reduction (SDG #1), food security (SDG #2), gender equality (SDG #5), responsible consumption and production (SDG #12), climate action (SDG #13), and halting land degradation and biodiversity loss (SDG #15).

Over the next three decades, threats to food security will grow as the global population continues to climb, dietary preferences change, and the climate becomes more variable. Other factors such as unclear land tenure rights, unsustainable land management practices



and uncoordinated and often competing sectoral policies are contributing to competition and conflicts over land and its resources. In this context, business-as-usual approaches to natural resource management constitute a threat to human well-being, security and sustainable economic growth. A new approach is needed:

### OLD

**Weak governance:** according to Forest Trends (2014), 49% of total tropical deforestation between 2000 and 2012 was due to illegal conversion for commercial agriculture. 24% was the direct result of illegal conversion for agriculture for export markets and 49% of all agricultural commodity products produced on illegally deforested lands were destined for export markets. These figures show that in order to address the issue of deforestation, governance is key. The absence of proper land use planning and/or enforcement in the last few decades has proved to be a major obstacle to progress in commercial, conservation or community development objectives. The lack of proper land use planning does not directly cause land use conflicts, but it contributes to an environment in which land use practices, land rights and future plans are not transparent, nor agreed upon, so they become highly contested. At the national level, policies and laws for the sustainable management of forested land exist, but implementation is very difficult. The size of the challenge is often greater than the available capacity and resources. At the local level, implementation faces the key issue of balancing competing land uses and changing land use trends. The opportunity presented by working at landscape scale is that the area is small enough to be manageable, but big enough to achieve a significant impact

### NEW

**Improved governance:** relevant public and private decision-makers both enable and enforce compliance Sustainable land-use needs to be incentivized by the policy and stakeholder environment in which the companies operate. Businesses operating in a specific landscape need to work together with local authorities, communities and NGOs in effective and balanced Public-Private Partnerships. There needs to be a basic level of public governance providing command-and-control for nature protection, land and customary rights, spatial planning, and equitable benefit sharing. There must be support from civil society, communities, farmers, supply chain companies and government to manage competing land-use interests and create a shared and balanced governance. Independent and transparent monitoring of the PPI performance in the landscape is crucial for credibility on environmental, social and economic KPIs. Supply chain players on the ground must engage with producers/suppliers in new business models, which protect forests/peat land and include communities. Buyers and market players must recognize sustainable commodity produce through verified sourcing systems; enabling them to live up to corporate commitments on zero net deforestation.

In terms of IDH's roles, this implies: (i) convening of result-oriented inclusive governance structures in the landscape, (ii) developing PPI regional partnerships at sub-landscape level in support of AndGreen Fund deals, (iii) partnering and support to (local) government, (iv) facilitating the development of verified sourcing systems, (v) developing proof of concept of new business models and land-use systems, and (vi) supporting the development of service delivery mechanisms that help implement these models at scale.

IDH, along with its partners, has prioritized the Departments of Magdalena, Cesar and Huila (represented as landscapes) for its intervention, due to competitive advantages for setting up a comprehensive and sustainable vision for the agriculture. Each of these landscapes have important characteristics relevant for IDH strategy:



1. Cesar is characterized by its large coal production that represents around 59% of the national production, making it the main sector for the economy of the Department followed by social and communal services, and agriculture, cattle ranching, fishery and aquaculture. The high dependence on coal exploitation puts Cesar in a difficult position for the future since its main buyers, the Netherlands and Germany, will stop purchasing coal by 2030 as a means to cut carbon emissions and promote sustainable development. Commodities such as oil palm, coffee, dairy, cocoa, mango and avocado, among others, are key commodities that will enable a smooth transition from coal to agribusiness development and a path to invigorate the local, regional, national and international commerce. A transition in the productive sector of Cesar is necessary and agriculture is an opportunity to create synergies around a green and inclusive development for the Department.

2. Magdalena is characterized by its ecosystemic richness influenced mainly by its most important Natural Parks (Tayrona, Sierra Nevada, Cienaga) that guarantee essential goods and services for the livelihoods and well-being of farmers, indigenous and afrocolombian communities. Although the agriculture is just the third sector of the GDP in the Department, it has the potential to increase since the vocation of the land for agricultural activities in the department is 50.8% and the current use is roughly 9%. Commodities such as oil palm, banana, coffee, dairy, and cocoa, have acquired high relevance for small farmers' livelihoods while, at the same time, they have invigorated the local, regional, national and international commerce, with a high quality production given the ecologic features of the territory. Agriculture appears as an opportunity to create synergies around a green and inclusive development in the Department of Magdalena, which brings together the conditions in terms of conservation and production being part of the buffer zone of the Sierra Nevada National Park, which makes it an important area to begin interventions. Water management is a key factor that needs to be addressed as poor irrigation systems are drenching natural resources, thus this will be key as part of IDH's intervention in this region.

3. Huila is characterized by its environmental protection profile where around 612,000 hectares have been declared as protected areas, making it a leader Department in Colombia regarding conservation. The wide water resources that bathe Huila have the potential to improve land qualities and agriculture productivity; however, its use has become a challenge due to the lack of access, poor irrigation systems and bad agricultural practices. Because of these features agriculture in Huila has acquired an important position in the country, producing high quality commodities like coffee and cocoa, and becoming in the major employer in the Department with around 37% of the population involved in this activity. Even so, although Huila has diversified commodities production (fresh fruits, cane, cereals, among others), agriculture activity in the Department has decreased its importance in the regional GDP. Creating synergies around a green and inclusive development in Huila is an important step to set the conditions for a sustainable agriculture and thus catalyzing the environmental, economic and social conditions present in the Department.

IDH is fully committed to jump start the landscape development approach in the three landscapes, bringing national and international investment to the landscape, co-fund field projects and create innovative financial solutions to incentivize farmers to conserve the forest and other ecosystems through suitable management and protection measures. With this first intervention in selected municipalities, IDH is setting up the conditions to expand in later phases PPI compacts or Green Growth Plans in the three Departments.

### 3. Objectives

The overall objective of this assignment is to develop a PPI Compact in each one of the three landscapes, with each Compact development consisting of four STEPS:

- **STEP 1:** scoping phase in which an in-depth analysis of the sub landscape (municipality) features should be carried out.
- **STEP 2:** building a landscape coalition that brings together different stakeholders around a common vision and targets
- **STEP 3:** developing the Building Blocks of the PPI Compact that are based on Specific, Measurable, Achievable, Relevant and Time-Bound (SMART) targets, structured around Production, Conservation and Inclusion.
- **STEP 4:** finalizing the compact, which is the signature of the PPI compact from all the stakeholders, involved and requires the description of budget, governance, timeline and monitoring system for the implementation of the PPI compact.

A PPI compact is an agreement between public, private and civil society and community stakeholders to enhance the sustainability and productivity of productive land and secure community livelihoods in exchange for forest and more broadly natural resources protection. It aims to create a strong link between natural resources protection and sustainable productive activities in such a way that agricultural production becomes in an activity that actively contributes to the protection of natural resources and community livelihoods but also becoming investable. These compacts are based on participatory land use planning and management, whereby land for production, livelihoods and protection is clearly identified, and their related uses are agreed upon by the landscape stakeholders and recognized by local and national government as part of their commitments to the Sustainable Development Goals (SDGs). They include time bound targets for each of the PPI components, a plan of action, clear definition of roles & responsibilities, a budget for implementation, a monitoring mechanism and governance system (as described on Annex I).

### 4. Deliverables

The deliverables of this assignment will be:

Deliverables of project	Deadline
1. FINAL DRAFT of the sub landscapes scoping (According to Annex I) – STEP 1.	<b>Within 30 days</b> of the starting date (23rd of March 2020)
2. FINAL VERSION of the sub landscapes scoping (According to Annex I) – STEP 1.	<b>Within 45 days</b> of the starting date (23rd of March 2020)
3. FINAL DRAFT of landscape coalition and process of construction (According to Annex I) – STEP 2.	<b>Within 60 days</b> of the starting date (23rd of March 2020)
4. A FINAL VERSION of landscape coalition and process of construction (According to Annex I) – STEP 2.	<b>Within 75 days</b> of the starting date (23rd of March 2020)
5. FINAL VERSIONS of Blocks of the PPI Compact - STEP 3.	<b>Within 90 days</b> of the starting date (23rd of March 2020)

6. FINAL VERSION of PPI compact signed by the stakeholders - STEP 4.	<b>Within 120 days</b> of the starting date (16 <sup>th</sup> of March 2020)
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## 5. Proposal guidelines

The proposal should take into account the **ANNEX I – Proposal for planning and structuring a PPI Compact (This annex is just a reference to what it is expected in further phases)** attached to this ToR and presented in English. The proposal should have a succinct and well-documented approach on how to develop each of the steps mentioned in section 3 (Objectives) in order to build the PPI Compact in the landscapes. Additionally, the proposal must provide the following:

- a. Description of the consultancy company/organization and previous work done related to the construction of coalitions and participatory agreements at regional level with different stakeholders.
- b. Methodology and approach clearly explained
- c. Work Plan and timeline proposed
- d. Inclusion of a budget with a break-down of man days/rate per consultant

## 6. Selection criteria & procedure Grounds for exclusion

Tenderers shall be excluded from participation in a procurement procedure if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the IDH can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established, or with those of the Netherlands or those of the country where the contract is to be performed;
- e) they or persons having powers of representation, decision making or control over them have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity, where such illegal activity is detrimental to the MFA's financial interests.

Tenderers must confirm in writing that they are not in one of the situations as listed above.



Tenderers shall not make use of child labor or forced labor and/or practice discrimination and they shall respect the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).

**Consultant/Consultancy profile**

The consultant(s) need to have vast experience in facilitating and constructing agreements among different actors (farmer associations, companies, governmental and regional authorities, Civil Society Organizations, etc.) as a main tool for the transformation of territories, the creation of confidence and collective knowledge, and the promotion of dialogue as a culture of cooperation.

**Procedure**

The procedure will be as follows:

- Inviting consultancy companies/organizations for presenting a full proposal based on the ToR
- Pitching of the proposal for the IDH program teams
- Evaluation of the proposals by an evaluation committee. The evaluation committee will evaluate the proposals on the basis of the exclusion, selection and award criteria as published in these Terms of Reference.
- Decision on selection of consultancy
- Inception meeting with the selected consultancy company

Tender process	Timeline
Terms of Reference published	31/01/2020
Deadline for submission of proposals*	13/03/2020
Selection of consultancy	16/03/2020
Awarding of contract to successful consultant	16/03/2020
Contract starting date	23/03/2020

\* Proposals submitted after the deadline will be returned and will not be considered in the tender procedure.

IDH will reject offers if any illegal or corrupt practices have taken place in connection with the award or the tender procedure.

**Evaluation Method**

The proposals will be evaluated based on the following criteria and get scored from 1 to 5 per criteria. Each score will be multiplied by the mentioned weighing factor.

	Criteria	Weighing
1	Criteria, and description of the sub landscape proposed are clear and appropriated for IDH work	15%
2	The proposed methodology and work plan are well explained and appropriated to achieve the expected results	25%

3	Innovative and appropriate tools to reach the expected results	15%
4	The proposed budget is clear, realistic and affordable	10%
5	The proposed timelines are realistic	5%
6	The candidate has a proven knowledge and understanding of the conditions/implications of building participatory agreements at municipality level	10%
7	The candidate has already carried out a similar assignment over the last five years	20%
<b>Total</b>		<b>100%</b>

The highest or lowest cost bidder may not necessarily be awarded this contract. Overall cost and best value for the budget will be strongly considered. IDH is under no obligation to make a contract award decision or to conclude a contract with a participant as a result of the call for proposals.

### Criterion quality

Evaluation scores will be awarded for each of the components. The evaluation committee will score each component unanimously. The criteria will be scored 1 to 5, following the table below.

Grade	Description	Clarification
1	Poor	not all aspects are adequately detailed and Participant provides little to no interpretation of the aspects under evaluation.
2	Weak	not all aspects are adequately detailed and Participant provides a limited interpretation of the aspects under evaluation.
3	Fair	all aspects are adequately detailed and Participant provides fair interpretation of the aspects under evaluation.
4	Good	all aspects are adequately detailed and Participant provides a good interpretation of the aspects under evaluation.
5	Exceptional	all aspects are adequately detailed and Participant provides a surprisingly good interpretation of the aspects under evaluation.

The weighing of the different criteria is indicated in the first table of this section. The evaluation of the Criterion Quality will be determined as follows:

- The grade given to each criteria will be multiplied with the weighing factor. This results in one final score per criteria.
- The total score of the Participant is the sum of the final score per component.



## 7. Confidentiality

The Tenderer will ensure that all its contacts with IDH, with regards to the Tender, during the tender procedure take place exclusively in writing by e-mail to [leon@idhtrade.org](mailto:leon@idhtrade.org) and [tenorio@idhtrade.org](mailto:tenorio@idhtrade.org). The Tenderer is thus explicitly prohibited, to prevent discrimination of the other Tenderers and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the persons stated in the first sentence of this paragraph. The documents provided by or on behalf of IDH will be handled with confidentiality. The Tenderer will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Tenderer or its engaged third parties will give IDH grounds for exclusion of the Tenderer, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Tenderers will be handled with due care and confidentiality by IDH. The provided information will after evaluation by IDH be filed as confidential. The provided information will not be returned to the Tenderer.

## 8. Terms and conditions for this ToR

IDH reserves the right to update, change, extend, postpone, withdraw or suspend the Terms of Reference, this tender, or any decision with regard to the selection or contract award. IDH is not obliged in this tender procedure to make a contract award decision or to conclude a contract with a participant. IDH reserves the right to suspend or annul the Tender Procedure at any moment in time.

Participants cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By handing in a proposal, participants accept all terms and reservations made in these Terms of Reference, and subsequent information and documentation in this tender procedure.

## 9. Contact information

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Leon Moreno Position :  
Program Officer  
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**ANNEX I**

**PRE-INVESTMENT PROPOSAL FOR PLANNING AND STRUCTURING A  
COMPACT**

**From:**

**To:**

**Re:** Pre-investment to define the parameters and governance of the PPI Compact initiative in  
\_\_\_\_\_

**Budget Requested:** EUR

**Date of submission:**

**Proposed start date:**

**Duration (estimated):**

**Project Contacts:**

**Principal Finance Contacts:**

**Person Authorized to sign Grant Agreement Letter:**

**Organization Address:**

**Proponent:**

**Key partners:**



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Please consider review the pages numbers after the proposal is complete!

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## **1. Introduction**

*Please describe the sub landscape (municipalities) characteristics (localization, population, economic activities, main supply chains, historic deforestation rates and challenges, what has been done so far to decrease deforestation, success / failures cases and other relevant information).*

*Please describe the reasons you believe this sub landscape (municipalities) should be selected for the building of a Compact. This mean what are the criteria used to propose the sub landscapes (municipalities)*

*Please describe the business opportunity for further investments in the sub landscape (municipalities).*

## **2. Organizations Background and Potentialities**

*Please describe background information of the key partners and their potentialities that will support the development of this proposal to build a Compact.*

## **3. Vision of the Compact and Objectives of the Project**

*Please describe the vision for the Compact that will be developed in this sub landscape (municipalities).*

*Please describe the objectives and ultimate goal of this Project.*

## **4. Potential of the Sub landscape (municipalities) for the PPI Compact**

*Please, elaborate on why this sub landscape (municipalities) is the ideal region for leading the PPI Compact implementation. To that end, please summarize information about the territory and the environmental and socioeconomic situation in order to inform the jurisdictional scope (Step 1) for implanting a PPI Compact.*

### **4.1. Sub landscape (municipalities) Description**

*Please complete with text*

***Suggestion: Figure with Map of the sub landscape (municipalities)***

## **Deforestation**

*Please complete with text*

***Suggestion: Figure with Vegetation cover and accumulated deforestation in the sub landscape (municipalities)***

**Land use and the land title issue**

*Please complete with text*

**Suggestion Table X: Land use in the Sub landscape (*municipalities*).**

Type of land use	Area (ha)
Agriculture	
Mining	
Reforestation	
Secondary vegetation	
Total pastures	
Maintained pasture	
Degraded pasture	
Regeneration with pasture	
Others	

**Environmental and land use management (including info on CAR and PRA)**

*Please complete with text*

**Suggestion Table:** Rural properties with CAR, main land uses, rural settlements and indigenous lands in the sub landscape (*municipalities*).

4.3. Socioeconomic Profile

**Social indicators**

*Please complete with text*

**Economy**

*Please complete with text*

**Suggestion Table: GDP of the landscape by sectors.**

GDP	Amount in R\$
Agriculture and ranching	
Industry	
Services (including public administration)	
Others	
<b>Total</b>	

### **Agriculture**

*Please complete with text*

**Suggestion Table:** Agricultural production (tons) and gross revenue (R\$) of the sub landscape (*municipalities*)

Municipalities	Production (ton)	Revenue (R\$)

### **Ranching**

*Please complete with text*

### **Industries**

*Please complete with text*

## **5. Work Plan** (*organize it by activities that will reflect on the budget and timetable*)

### **STEP 1 – Scoping**

*Describe the sub landscape (municipalities) and how the boundaries were identified (note: boundaries could be defined by ecological features, such as a watershed, or jurisdictional boundaries)*

*Carry out an in-depth analysis of the sub landscape (municipalities) features e.g.:*

- *Opportunity to develop a landscape level governance system: mapping and first analysis of the landscape stakeholders, identification of possible conveners, possible roles & responsibilities etc*
- *Environmental issues (e.g. deforestation, water pollution, etc) and its drivers (e.g. agricultural or extractive activities)*
- *Analysis of production-related issues (current practices, how they influence the state of natural resources etc)*
- *Existing targets adopted by public authorities to address the issue, e.g. Sub landscape (municipalities) could be part of a Green Growth Plan, which sets the high-level vision and strategy for the sub landscape (municipalities)*

- *What is the business case for action (e.g. could be coming from a link to global supply chains)*
- *Each issue mentioned above should be supported in depth by a GIS analysis that make visible problems and challenges of the sub landscape (municipalities)*

**Complementary information:**

- *What are the levers, what will the compact focus on?*
- *Key issues, where do you want to make a difference.*
- *What is the draft vision/ end goal for the sub landscape (municipalities)? (that way it is easier to guide the convening, you know what you want to 'sell').*
- *Keep trade-offs in mind; don't define it too much, as stakeholders will also need to contribute. Suggestion: consider to convene meeting with current partners on what the vision is as initial part of this step.*
- *Initial mapping of the stakeholders should also be considered as an activity under this step.*

**Expected Result:**

- *Diagnosis of the sub landscape (municipalities) with details on the productive, social and environmental characteristics, partners involved and necessary investments.*

**STEP 2 – Building a Landscape Coalition**

*Consists in setting a **multi-stakeholder coalition**, which brings together national-level and local level public authorities, communities, business, NGO and CSOs that have a stake in the sub landscape (municipalities).*

- *Led by a neutral organization (could be government)*
- *Small group of key influencers to lead the implementation*
- *Coalition members have ownership of the plans (land use/action plans)*
- *Coalition supports the creation of an enabling environment, by supporting the necessary policy implementation and regulatory changes (if needed)*

*The stakeholder coalition develops and agree on **land use plans** and **action plans**:*

- *Should be **target-based***
- *Should be **aligned with the state-level targets** (e.g. PPI Strategy, PMV)*
- *Roles & Responsibilities (including market) should be clearly identified*

**Complementary info:** *Please analyze including everyone versus including only key players first. From the group that is already there can you move forward? Do you have all the key players?*

*Does the strategy match the mayor's/ municipalities's? Are there any already existing coalition, and how could they be strengthened?*

**Expected Results:**

- *Report summarizing the consultation process with suggestions of key steps that will lead to the final agreement/pact to be signed by key stakeholders in the sub landscape (municipalities).*
- *Memorandum of Understanding signed by the stakeholders.*

**STEP 3 - Developing the Building Blocks of the PPI Compact**

*Compacts are based on Specific, Measurable, Achievable, Relevant and Time-Bound targets, structured around the three components of the PPI:*

- **Production:**
  - *Number of hectares where sustainable production / rehabilitation / sustainable intensification is happening*
  - *Volumes of sustainably produced commodities*
- **Conservation:**
  - *Number of hectares of protection and restoration (adjusted for forest condition)*
  - *Targets in terms of HCV/HCS protection, and ecological function (e.g. ecological corridors)*
- **Inclusion:**
  - *Number of farmers/households that benefit from:*
    - *jobs/income provided by productive activities*
    - *other livelihood/income opportunities created through the PPI Compact*

**Complementary info:** *The above targets can be complemented by more refined/detailed targets on the 3 pillars of Production, Protection and Inclusion, as appropriate. Here we would expect high level compact targets, and then building blocks of how to get there. Quantify and qualify on a high level; and then detail out roles & responsibilities. The targets will need to be ambitious, and stakeholders will have to be challenged. Remember to go beyond purely environmental targets, and also consider socio-economical benefits of the action plan.*

*Also avoid too much NGO approach; alignment with end buyers before going to farmers in required before. Mention sector specific agreements here.*

**Expected results:**

- *Technical report with maps and database of all of the CARs registered in the sub landscape (municipalities) including status of the forest cover, APP and RL areas ready for validation.*
- *Report with maps and the parameters, goals and monitoring indicators defined in relation to reducing deforestation, intensifying ranching and restoring forests at the property scale (priority areas) and at the jurisdictional level (municipalities scale).*

#### STEP 4 - Finalizing the Compact

*Compacts also specify:*

- *Budget for implementation*
- *Timeline for implementation*
- *Governance of the implementation*
- *The Monitoring system to track progress on targets, incl verification*

*PPI Compacts should be signed by the organizations that are part of the landscape coalition, as e.g. a letter of intent or letter of support.*

*By signing it, the stakeholders commit themselves to achieving the identified targets*

#### **Expected Results:**

- *Proposal for the governance system for the PPI Compact in the sub landscape (municipalities), including by-laws, rules and independent mechanisms for verification and monitoring, and draft portal for the program.*
- *Budget proposed for the implementation of PPI Compact in the sub landscape (municipalities), considering investments from supply chain and local actors.*
- *A clear exit strategy should be formulated. AndGreen fund investment, preferential sourcing.*

#### **6. Key Project Staff**

*Please describe the personnel that will be directly involved to develop the proposal, considering also resources extra – NGO, like personnel from the companies, the government, other partners' personnel.*



Partners logos

## 6. Timetable of Activities

## 7. Grant Budget Plan

*The Project will be developed over x months, starting with signing of the contract with IDH, in line with the timetable presented below: **Please use the PPI Budget and Timeline Template file and paste it here***

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