



**GLOBAL COFFEE
PLATFORM**

for a sustainable coffee world

GCP THEORY OF CHANGE

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Acronyms and Abbreviations

Coffee SR Code	Coffee Sustainability Reference Code
CS3D	Corporate Sustainability Due Diligence Directive
EM	Equivalence Mechanism
EUDR	European Union Deforestation Regulation
GCP	Global Coffee Platform
MRLs	Maximum Residue Limits
NSC	National Sustainability Curricula
SDGs	Sustainable Development Goals
ToC	Theory of Change
VSS	Voluntary Sustainability Standards

1. Introduction

The Global Coffee Platform (GCP) is a multi-stakeholder membership association dedicated to advancing coffee sustainability towards the vision of a thriving, sustainable coffee sector for generations to come. GCP enables coffee producers, traders, roasters, governments, and NGOs to align and multiply their efforts and investments, collectively act on local priorities and critical issues, scale local sustainability programs and grow the global market for sustainable coffee across the coffee world.

GCP' mission is to promote **farmers' prosperity, improved well-being and conservation of nature**. United in the belief that coffee sustainability is a shared responsibility, GCP Members and GCP's Network of National Coffee Sustainability Platforms (Country Platforms) are working together to advance coffee sustainability and achieve transformational change for farmers.

This document outlines the GCP's Theory of Change (ToC) to achieve GCP's 2030 goal: **transformational change for more than one million smallholder farmers in at least 10 producing countries through holistic support that advances sustainable coffee production, farmers' economic prosperity, climate change adaptation and mitigation and social well-being**. To achieve this goal, GCP has developed a global local strategy: towards sustainable sourcing and collective action for farmer prosperity. GCP's ToC explains how its strategy intends to produce a series of results that contribute to achieving transformational change for more than one million farmers.

2. Current Context

The following aspects detail the context in which GCP operates and its ToC needs to be understood:

- Coffee is produced in more than 30 countries by an estimated 12.5 million smallholder coffee producers¹. However, for majority of the smallholder farmers, coffee is not a viable and reliable business, with nearly half of them living in poverty.²
- While green coffee prices have traditionally been volatile, the recent periods of low prices (2019), coupled with increasing costs of production have affected smallholder farmers the most, and has been causing severe damages to the viability of sustainable coffee production.³
- Climate change continues to threaten the long-term viability of the coffee sector, and smallholder farmers are the most vulnerable to climate change, with fewer resources to cope with shocks.⁴
- According to estimates from the World Resources Institute (WRI) Global Forest Watch, approximately 130,000 hectares have been lost annually to

coffee cultivation over the past two decades.⁵ Regulations, such as the EU Regulation on Deforestation-free products (EUDR), which aim to ensure that coffee entering the European market is deforestation free, are likely to impact the smallholder farmers the most who currently are unable to demonstrate compliance with the regulations, potentially impacting their income and livelihoods.⁶

- Various coffee importing markets including the EU have set regulations for the maximum amount of pesticides in coffee, called the Maximum Residue Limits (MRLs), to ensure coffee produced with pesticides is safe to consume. MRLs can have significant implications for smallholder farmers including increasing cost of compliance, potential crop losses and, access-barrier to high-value markets with stringent food safety regulations⁷.
- Several coffee producing regions also face challenges to coffee's social sustainability, including child labour, fair wages, gender equality and adequate working conditions.⁸
- Lower efficiency and insufficient differentiation (quality, sustainability) of certain origins results in a lack of competitive advantage compared to highly efficient origins. This results in further concentration of coffee producing origins and a decreasing potential for other coffee producers to become sustainable.⁹
- The implementation of Voluntary Sustainability Standards (VSS) in the coffee sector offers opportunities to improve the sustainability and resilience of the sector. However, the supply of VSS compliant coffee exceeds demand and with the markets not incentivizing the consumption of VSS-compliant coffee, farmers are discouraged from becoming and remaining VSS-compliant.¹⁰
- An institutional enabling environment is crucial to ensure the effective implementation of sustainable farming systems, but smallholder farmers often face an insufficient or ineffective enabling environment. Many smallholders face major barriers accessing the finance needed for investment in improving productivity and adopting sustainable farming practices. Moreover, limited access to information, knowledge, agricultural innovation and technology, high quality seedlings and varieties, equipment, inputs and poor infrastructure, in terms of transport, access to electricity and irrigation, as well as limited market access keep smallholder farmers in the trap of low earnings, low savings and low investments, which results in low levels of production and productivity.¹¹The global political landscape, exemplified by events like the Russia-Ukraine war, can impact the coffee sector. This influence manifests through heightened input prices, elevated logistic costs, disruptions in international payments, and a decline in the demand for coffee from the countries directly affected by the geopolitical tensions.¹²
- The challenges facing the coffee sector are complex and of a systemic nature: no individual coffee stakeholder nor individual coffee supply chains alone can address these challenges effectively. Improvements must be bottom-up, locally-owned, combined with adequate market pull for sustainable coffee, and driven as part of a broader, public-private transformational agenda, not delivered as one-off projects from afar.

GCP aims to address these challenges through the implementation of its farmer-centric strategy, at local and global levels to deliver transformational change for more than one million coffee farmers in entrepreneurial, innovative, measurable ways: Local - Collective Action for Farmer Prosperity; Global - Towards Sustainable Sourcing.

GCP 2030 Goal & Strategy



3. The GCP Theory of Change

GCP’s ToC illustrates how GCP’s farmer centric global local strategy contributes to the transformational change of more than one million farmers in at least 10 coffee producing countries. It outlines the sequence of results and preconditions that are required to bring about this desired long-term goal. It also explains the causal relationships among results at different levels.

In articulating its ToC, GCP acknowledges that it operates within a complex ecosystem shaped by diverse stakeholders and a changing landscape influenced by socio-economic dynamics, environmental conditions, and policy frameworks. This awareness enables GCP to effectively plan and navigate through this multifaceted ecosystem to achieve its objectives.

This section presents: i) the ToC Matrix, which highlights the key results in tabular form, ii) the ToC Narrative that explains causal relationships between strategies, inputs, outputs, outcomes and goals, and explains how changes are expected to happen, including the contextual assumptions and iii) the ToC Visual, employing a coffee tree depiction to offer stakeholders a graphic description of GCP’s ToC.

4. Theory of Change Matrix

Strategies	Assets	Outputs	Short-term Outcomes	Intermediate Outcomes	Long-term Outcomes	Goal
Global-Towards Sustainable Sourcing	1.Coffee Sustainability Reference Code	1.Common framework to define baseline principles and practices of coffee sustainability	1.Stakeholders increase alignment on coffee sustainability	1. Companies increase demand and sourcing of sustainable coffee 2. Stakeholders increase investments to address sustainability challenges in the coffee supply chain	1.Economic Prosperity: Coffee farmers prosper through increased productivity, quality improvement, and more efficient supply chains, leading to higher coffee income.	
	2.Equivalence Mechanism	2.Common framework to recognize credible sustainability schemes	2.Sustainability schemes implement/align sustainability practices			
	3. Collective Reporting on Sustainable Coffee Purchases	3. Common framework to monitor sustainable coffee purchases	3.Retailers and roasters transparently report on sustainable coffee purchases			
	4.Convening of members and stakeholder	4.Members engaged for collective action	4.Global members and stakeholders enhance cooperation and collaboration			
Local-Collective Action for Farmer Prosperity	5.Network of National Coffee Sustainability Platforms (Country Platforms)	5. Country Platforms actively engage private and public stakeholders	5. National stakeholders collaborate to address sustainability challenges at national level	3. Producing countries increase the production and supply of sustainably produced coffee 4.National governments improve the enabling environment for sustainable coffee production through policies and incentives 5.Farmers adopt sustainable farming practices 6. Stakeholders invest in coffee sustainability	2.Social Well-being: Communities benefit from improved opportunities for all participating in coffee, including youth and women, and better working conditions. 3.Environmental Stewardship: Coffee farmers are better able to adapt to climate change and contribute to climate change mitigation.	Transformational change for more than 1 million farmers in 10 producing countries by 2030
	6. GCP Collective Action Plan for Farmer Prosperity	6.Stakeholders at the national level align public-private agendas for coffee sustainability and define national priorities	6. Public and private stakeholders including farmers have increased awareness and knowledge of sustainable farming practices			
	7.National Sustainability Curricula (NSCs)	7. Country Platforms build the capacities of stakeholders				
	8.Coffee Sustainability Reports - per country	8.Common framework to monitor and report progress towards sustainability outcomes in GCP program countries	Stakeholders have access to credible insights on sustainability practices and challenges at the national level			
Sphere of Control			Sphere of Influence		Sphere of Interest	

5. Theory of Change Narrative

This section articulates the causal relationship between GCP's strategies, assets, outputs, outcomes and goal. It also explains how changes at different levels are expected to happen.

Goal and Long-term Outcomes

GCP's goal is to achieve **transformational change for more than 1 million farmers in at least 10 producing countries by 2030 through holistic support that advances sustainable production, farmers economic prosperity, climate change adaptation and mitigation and social well-being**. GCP focuses on fostering farmers' prosperity as the cornerstone of transformational change and has set a target to reduce Living Income gap by at least 25% through sustainable coffee production in 10 producing countries by 2030. While closing the Living Income gap is a significant achievement, GCP perceives it as an intermediate step towards securing long-term sustainable prosperity for farmers that also cultivates social well-being and environmental stewardship.

By focusing on farmers' prosperity, GCP aims to uplift smallholder farmers and their communities, ensuring that farmers earn a sustainable income that meets their basic needs and enables them to invest in their farms and futures, and improve their livelihoods. GCP understands that achieving economic prosperity for farmers is intrinsically linked to environmental sustainability and social wellbeing. As farmers become more economically empowered, they are better positioned to adopt sustainable farming practices that promote soil health, biodiversity conservation, and climate resilience. Additionally, economic prosperity enables farmers to invest in technologies and resources that mitigate environmental degradation, such as agroforestry and water conservation measures. GCP also recognizes that economic prosperity contributes to social well-being by improving working conditions, fostering community development, improving access to education and healthcare, and empowering marginalized groups, including women and youth. As farmers' incomes increase, they can invest in education for their children, access better healthcare services, be better employers and participate more actively in community development initiatives.

GCP 2030 Goal

Transformational change for more than 1 million farmers in 10 producing countries through holistic support that advances sustainable production, farmers economic prosperity, climate change adaptation and mitigation and social well-being.

To measure its contribution to all three dimensions of sustainability, GCP has defined the following three long-term outcomes that articulate the expected higher-level changes to which GCP aims to contribute.



GCP Strategy - Process of Driving Change

In pursuit of its overarching goal and long-term outcomes, GCP assumes the roles of facilitator and convener within the coffee sector. This involves employing a dual approach: driving the demand for sustainable coffee globally, and implementing farmer-centric solutions locally to enhance sustainable coffee production and supply.

GCP is implementing a global local strategy: moving the sector towards **sustainable sourcing globally** and delivering, **collective action for farmer prosperity locally**. Rooted in GCP's foundational assets, especially the Coffee SR Code as common language on the foundations of coffee sustainability, this strategy leverages GCP's pivotal role as a convener and facilitator of collective action within the global coffee sector.

The interconnection between the local and global parts of the strategy reinforces their collective impact, creating a comprehensive approach to advancing sustainability in the coffee industry.

Global-Towards Sustainable Sourcing

The global part of the GCP Strategy focuses on the intermediate outcomes of increasing the **demand and sourcing of sustainable coffee** and increasing global **investment to address sustainability challenges** in the coffee supply chain. GCP influences these results by aligning stakeholders on coffee sustainability, promoting the adoption of sustainability principles and practices by public and private sustainability schemes, enabling transparent reporting on sustainable coffee purchases, and facilitating stakeholders' cooperation and collaboration. The global

part of the strategy is grounded in GCP's assets including the Coffee Sustainability Reference Code (Coffee SR Code), Equivalence Mechanism, Collective Reporting on Sustainable Coffee Purchases, and GCP's unique role as sector convenor for collective action.

Global Pathways of Change: from Assets to Outcomes and Goal

This section elaborates how the different GCP assets and outputs contribute to the intermediate outcomes for the global part of the strategy.

1. **Coffee Sustainability Reference Code:** The Coffee SR Code provides a common framework for coffee sustainability that enables stakeholders in the coffee sector increase alignment on coffee sustainability. Increased alignment streamlines operations and cultivates efficiencies, synergies, and a playing level field to engage on baseline practices of sustainability, leading to supply chain efficiency and reliability. With increased supply chain efficiencies, there will be an increase in the demand and sourcing of sustainable coffee. Companies can easily identify sustainable coffee and efficiently procure coffee beans that meet at least these baseline sustainability criteria. With the Coffee SR Code, companies and other stakeholders can better communicate to each other the challenges in their coffee supply chains and can engage in individual and collective responses to them, investing more efficiently in sustainable coffee practices.
2. **Equivalence Mechanism:** The Equivalence Mechanism provides a common framework to define and recognize credible sustainability schemes in the coffee sector. Public and private sustainability schemes that go through the Equivalence Mechanism actively adopt (at least) the baseline sustainability principles and practices in the Coffee SR Code. This widespread adoption of (at least) baseline principles and practices across diverse sustainability schemes and programs further increases the awareness and understanding of companies on what constitutes sustainable coffee and how a credible sustainability scheme looks like. This will lead to companies sourcing more from GCP recognized schemes expanding the marketplace for sustainable coffee. When companies actively source and promote sustainable coffee, they bring greater visibility to the concept of sustainability in the coffee industry, further increasing the demand for sustainable coffee. With increased demand and sourcing of sustainable coffee, more capital, resources, and investment will be devoted to address sustainability challenges in the coffee value-chain. Sustainability schemes will increase awareness of the gaps at farm level and can identify areas for improvement and raising the bar.
3. **Collective Reporting on Sustainable Coffee Purchases:** The Collective Reporting on Sustainable Coffee Purchases provides an aligned and credible way to monitor progress towards sustainable coffee purchases' targets by roasters and retailers, leading to greater visibility and trust in the coffee supply chain. With increased visibility, companies have additional incentives to increase their share of sustainable purchases as it can help them gain a competitive advantage over peers and position themselves as industry

leaders. This positive trend encourages other companies to step up their sustainable coffee purchases and share their achievements publicly. Ultimately, this widespread transparency across the sector encourages more sourcing of sustainable coffee and greater investment in coffee-producing countries.

4. **Convening of Members and Stakeholders:** GCP engages its members and stakeholders through various mechanisms (global membership with annual assembly, member exchanges, roundtables, working groups, task forces, etc.). These efforts serve two purposes: first, they foster sector-wide acceptance and commitment to GCP's foundational assets, and second, they inspire members and stakeholders to transcend individual supply chain programs by actively participating in collective action to address sustainability challenges in farmer-centric, innovative, measurable ways at scale. The collaborative platforms provided by GCP enable members to not only share knowledge and insights but also to collectively promote the demand for sustainable coffee. By engaging in collaborative work, members leverage their combined influence to invest at a pre-competitive level and address sustainability challenges that are beyond the capacity of individual actors.

The rise in demand and sourcing of sustainable coffee by companies, coupled with increased investment to tackle sustainability challenges affecting their supply chains contribute to advancing farmers' prosperity, fostering social well-being, and promoting environmental stewardship. This happens because of the following key mechanisms:

- Increased demand for sustainable coffee often leads to higher prices paid to farmers for their produce. When companies commit to sourcing sustainably produced coffee, they often pay premium prices or carbon credits to incentivize farmers to adopt sustainable farming practices. These higher prices should translate directly into increased incomes for farmers, thereby promoting their prosperity.
- Companies investing in sustainability initiatives within their coffee supply chains and through collective initiatives often provide support and capacity-building programs for farmers. This assistance may include training in sustainable farming practices, access to improved agricultural inputs, technical assistance etc. By enhancing farmers' knowledge and skills, these programs enable them to improve productivity, crop quality, and resilience to environmental challenges, ensuring continued access to international markets and ultimately leading to increased prosperity.
- Sustainability initiatives implemented by companies often include environmental conservation measures and social development programs in coffee-producing regions. These initiatives can lead to improved environmental stewardship, such as reforestation efforts, water conservation projects, and biodiversity conservation. Additionally, social programs may focus on improving access to education, healthcare, and infrastructure in farming communities. These benefits contribute to the overall well-being and prosperity of farmers and their families.

Local- Collective Action for Farmer Prosperity

The local part of the GCP Strategy focuses on the intermediate outcomes of **enhancing the adoption of sustainable farming practices**, **improving the enabling environment** for sustainable coffee, **increasing local investments** to address sustainability challenges, and **increasing the productivity and production of sustainable coffee** in producing countries. GCP aims to achieve these by fostering collaboration and alignment among local stakeholders, enhancing national capacities on sustainable farming practices, and facilitating evidence-based decisions through actionable insights. The local part of the strategy is anchored in GCP's foundational assets including the Network of National Coffee Sustainability Platforms, Collective Action Plans for Farmer Prosperity in coffee producing countries, National Sustainability Curricula and Coffee Sustainability Reports.

Local Pathways of Change: from Assets to Outcomes and Goal

This section elaborates how the GCP tools and outputs under the local part of the strategy contribute to the intermediate outcomes at the local level.

- 5. National Coffee Sustainability Platforms:** GCP provides support and works closely with a network of National Coffee Sustainability Platforms (Country Platforms) in key coffee producing origins. These Country Platforms play a pivotal role in creating the enabling environment for sustainable coffee by convening private and public national stakeholders to work collaboratively on the main issues faced by their coffee sector. Through their facilitative approach and guided by the multiyear Collective Action Plans for Farmer Prosperity in the respective country, they foster collaborative efforts aimed at enhancing the enabling environment for sustainable coffee production and supply at a national level. This collective effort leads to the creation of a more conducive environment, resulting in improved efficiencies and widespread adoption of sustainable farming practices among coffee farmers. Moreover, these Collective Actions contribute to better access to international markets and increased exports by actively responding to regulatory changes in key consumer markets (such as regulation on pesticides, EU Deforestation Regulation (EUDR), Corporate Sustainability Due Diligence Directive (CS3D)). Additionally, these efforts aid in attracting more investments aimed at addressing sustainability challenges within the coffee sector. The cumulative effect of these actions creates a chain of positive outcomes, ultimately boosting the production and supply of sustainable coffee in coffee-producing countries.
- 6. Collective Action Plan for Farmer Prosperity:** The Collective Action Plans for Farmers Prosperity are key to drive transformational change in the coffee producing countries. These plans, developed by the National Coffee Sustainability Platforms in consultation with stakeholders at the national level and GCP Members are important tools that align public-private agendas for coffee sustainability and define national priorities for farmer prosperity. The

Collective Action Plans will lead to strengthening capacities of local stakeholders on sustainable farming, addressing key sustainability challenges faced by the coffee sector and strengthening institutional capacities of the platforms to contribute to improving the enabling environment. Enhanced capacities, supported by an improved enabling environment, investment, and actionable insights, will enhance the adoption of sustainable farming practices, including locally relevant social and environmental considerations such as responsible use of agro-chemicals. Transition to resilient farming systems and increased adoption of sustainable farming practices will lead to increased production and supply of sustainable coffee to domestic and international markets and meet the growing demand for sustainable coffee while addressing environmental and social challenges in the producing countries.

7. **National Sustainability Curricula:** The National Sustainability Curricula (NSC) are guidelines on good agricultural and sustainability practices, used by public and private extension services to support coffee farmers' training. They adapt globally-recognized sustainability principles and practices – as outlined in the Coffee SR Code – to the country's context. The guidelines are developed in collaboration with key coffee stakeholders in the country and are endorsed by the government. The NSCs included in the Collective Action Plans of the respective coffee producing country, serve as a basis of strengthening national capacities (capacities of national stakeholders including institutions, extension agents and farmers) on sustainable farming. These strengthened national capacities will foster wider adoption of sustainable farming practices among farmers. Consequently, this will lead to increased production and supply of sustainable coffee to domestic and international markets and meet the growing demand for sustainable coffee.
8. **Coffee Sustainability Reports:** The Coffee Sustainability Report (per country) co-produced by GCP and National Coffee Sustainability Platforms provide a common framework to monitor and report progress towards sustainability outcomes in GCP program countries. These reports, covering key sustainability performance indicators at the country level, produce credible insights on sustainable practices and outcomes at the countries, highlighting what works and what doesn't work and what are the major sustainability challenges faced by the coffee sector in these countries. By generating actionable insights and recommendations, these reports will facilitate programming decisions that will help in further improving adoption of sustainable farming practices among the farmers. The reports will also help in policy advocacy and investments decisions from national and international sources to address sustainability challenges in the producing countries.

Achieving the intermediate outcomes mentioned above can significantly contribute to farmers' prosperity, social well-being, and environmental stewardship in several ways:

- Enhanced adoption of sustainable farming practices leads to increased efficiency and productivity on farms, resulting in higher yields and incomes for farmers.

- Local investments in addressing sustainability challenges provide farmers with access to resources, training, and infrastructure needed to improve their agricultural practices and livelihoods.
- Increased productivity and production of sustainable coffee contribute to greater market opportunities and higher revenues for farmers.
- Improving the enabling environment for sustainable coffee involves implementing policies and regulations that protect farmers' rights, ensure fair wages and working conditions, and promote social equity.
- Enhancing the adoption of sustainable farming practices such as agroforestry and intercropping helps mitigate environmental degradation by promoting soil conservation, water management, and biodiversity conservation.

6. Theory of Change Visual

GCP's Theory of Change visualization is inspired by the coffee tree. Just as the coffee tree draws nourishment from its roots, GCP's work is rooted in its foundational assets and its distinct role within the coffee sector. The roots of the coffee tree symbolize GCP's assets and tools including the Coffee SR Code, Equivalence Mechanism, Collective Reporting on Sustainable Coffee Purchases, the GCP Network of National Coffee Sustainability Platforms, Collective Action Plans for Farmer Prosperity, National Sustainability Curricula, Coffee Sustainability Reports and GCP's role as convener of the sector.

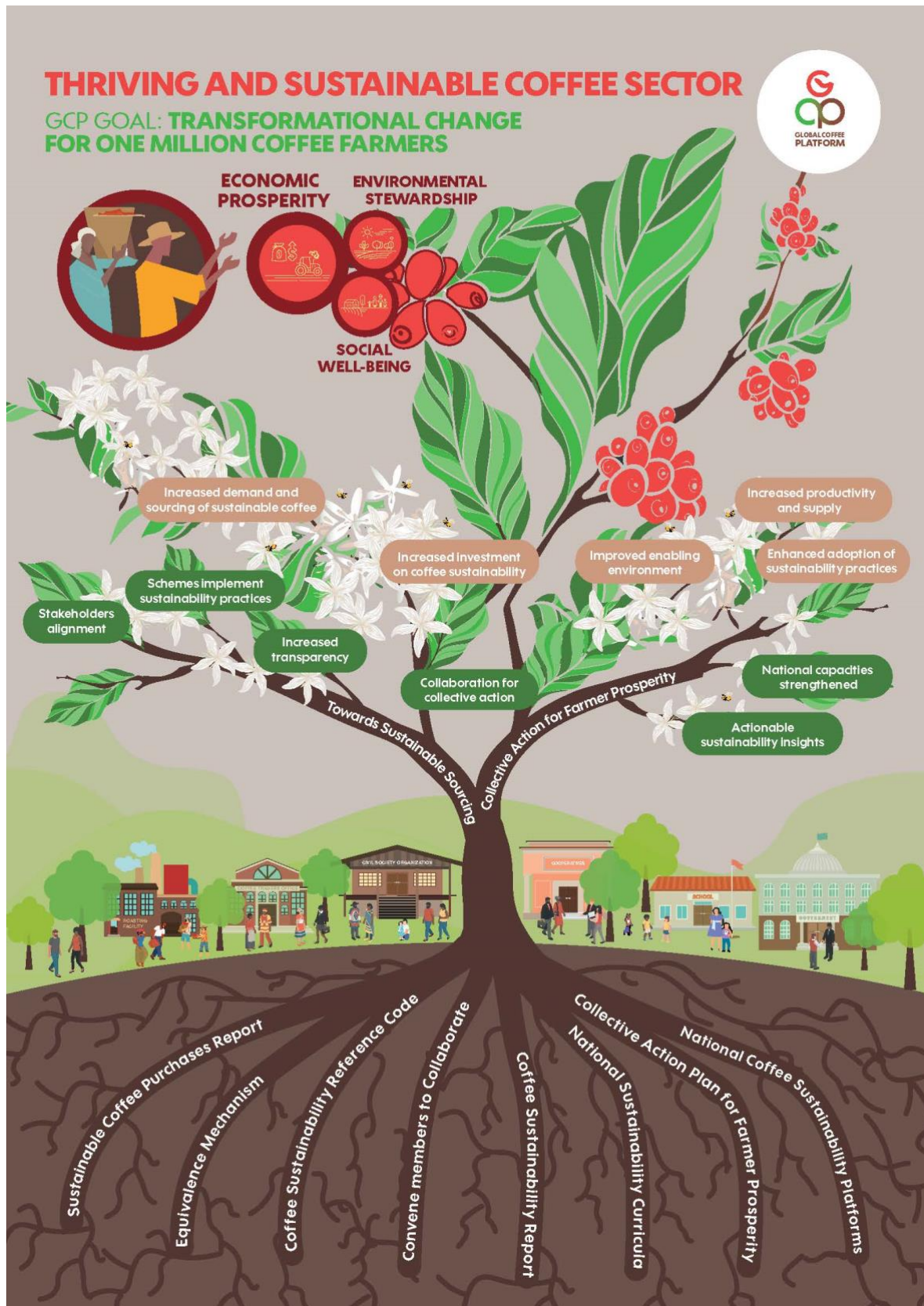
Ascending from the roots, the coffee tree's trunk with its two sprawling branches represents GCP's local global strategy: Global - Towards Sustainable Sourcing and Local - Collective Action for Farmer Prosperity. Connecting these branches are smaller branches, symbolizing the short-term outcomes resulting from GCP's initiatives and work (green boxes).

Before the coffee tree yields red ripe cherries, it must have had a successful flowering, which represent the intermediate outcomes of GCP's strategy, including increased demand and sourcing of sustainable coffee, increased investment on coffee sustainability, improved enabling environment, enhanced adoption of sustainable farming practices and increased production and supply of sustainable coffee (light brown boxes).

The culmination of these efforts is represented by the red ripe cherries, symbolizing the three long-term outcomes: economic prosperity, social well-being, and environmental stewardship.

In the final stage, the coffee bean housing the coffee farmers inside, encapsulates the goal of GCP - bringing about transformational change for more than one million farmers in coffee-producing countries. In the broader context, just as the coffee tree requires a diversity of factors to produce high-quality beans, GCP relies on its diverse membership and local and international partners and stakeholders, symbolized by the buildings and people in the background. Their collective actions

and mutually reinforcing activities contribute to the common agenda of transformational change.



7. GCP's Theory of Change-Assumptions

Assets	Pathways of Change	Level of Change	Assumptions
Coffee SR Code	By providing a common framework for coffee sustainability the Coffee SR Code leads to increased alignment and consensus on coffee sustainability	Short-term Outcome	<ul style="list-style-type: none"> The Coffee SR Code as a common framework is recognized by the majority of the coffee sector as a credible reference on baseline practices and principles of coffee sustainability.
	Increased alignment fostered by the Coffee SR Code leads to efficiencies and encourage and enable companies to increase their demand and sourcing of sustainable coffee from origin countries	Intermediate Outcome	<ul style="list-style-type: none"> Companies are committed to aligning their practices with principles of sustainability. There is a growing market demand for sustainably sourced coffee, incentivizing companies to respond by increasing their sourcing from origin countries. Companies must meet regulatory requirements and care about brand reputation.
	Increased alignment on coffee sustainability leads to increased investment to address sustainability challenges in coffee supply chain	Intermediate Outcome	<ul style="list-style-type: none"> Companies operating in the coffee industry have aligned their business objectives with sustainability goals, recognizing the significance of investing in sustainability for long-term growth and success. There is enough external pressure to invest in sustainable practices. Stakeholders including donors, investment funds and financial institutions are aware of the benefits

			associated with sustainability initiatives and understand the long-term benefits of investing in addressing sustainability challenges.
Equivalence Mechanism	By providing a framework to define credible schemes, the Equivalence Mechanism, encourages the public and private sustainability schemes to adopt (at least) baseline sustainability principles and practices.	Short-term Outcome	<ul style="list-style-type: none"> • There is a shared desire among sustainability schemes to attain credibility and recognition by aligning with established and credible frameworks like the Coffee SR Code through the Equivalence Mechanism and gain market acceptance. • There is a sector-wide recognition that standardized sustainability frameworks are necessary to drive transparency, demand, efficiencies and for improving sustainability practices.
	Sustainability schemes' adoption of the baseline sustainability principles in the Coffee SR Code and operational practices in the EM leads companies to increase their demand and sourcing of sustainable coffee from origin countries.	Intermediate Outcome	<ul style="list-style-type: none"> • There are market incentives for companies that comply with sustainability and operational practices outlined in the EM.
	Increased demand and sourcing of sustainable coffee from origin countries by companies will lead to increased investments to address sustainability challenges in the coffee supply chain	Intermediate Outcome	<ul style="list-style-type: none"> • Internal pressure, like ensuring long term supply of raw material and external pressures, whether from regulations, shareholders or consumer expectations, encourage companies to invest in sustainability. • Companies embrace corporate responsibility and sustainability and dedicate resources to initiatives aimed at

			improving sustainability within and beyond their supply chains.
Collective Reporting on Sustainable Coffee Purchases	An aligned and credible way to track and report progress towards sustainable coffee purchases, leads to transparent reporting by roaster and on sustainable coffee purchases leading to greater visibility and trust.	Short-term Outcome	<ul style="list-style-type: none"> • There are growing regulatory requirements and shareholder and consumer demand for transparent information regarding the sustainability of coffee production, motivating retailers and roasters to report their sustainable coffee purchases openly. • Retailers and roasters prioritize transparency and are willing to disclose their sustainable coffee purchases to build trust among consumers and stakeholders.
	Transparent reporting by retailers and roasters on sustainable coffee purchases leads companies to increase their demand and sourcing of sustainable coffee from origin countries.	Intermediate Outcome	<ul style="list-style-type: none"> • Transparent reporting fosters trust and credibility, influencing companies to source sustainably to maintain their reputation/credibility. • The stakeholders in the sector, including governments, consumers, Civil Society Organizations (CSO) value and recognize transparent reporting on sustainable coffee purchases, encouraging companies to increase their share of sustainable purchases.

Convening Members and Stakeholders to Collaborate	GCP as a convenor in the coffee sector, brings together its members and stakeholders through various mechanisms, leading to enhanced cooperation and collaboration.	Short-term Outcome	<ul style="list-style-type: none"> Members and stakeholders share a common vision for advancing sustainability within the coffee sector, motivating them to collaborate beyond their competitive positions. Members and stakeholders see incentives and benefits in engaging and collaborate and co-invest with and through GCP.
	Members' collaboration leads to increased demand and sourcing of sustainable coffee from origin countries by companies and increased investments to address sustainability issues	Intermediate Outcome	<ul style="list-style-type: none"> Collaborating members acknowledge their shared responsibility for sustainability in the coffee industry and prioritize sustainable coffee sourcing and investing in sustainability including GCP Collective Action. Members' collaborations through GCP Collective Action facilitate innovative solutions, increase visibility and achieve greater impact that motivates companies and stakeholders to engage in sustainable sourcing and increased co-investment.
Network of National Coffee Sustainability Platforms	By engaging and aligning private and public stakeholders at national level, National Coffee Sustainability Platforms lead to increased collaboration of national stakeholders to address sustainability challenges and strengthening the enabling environment for coffee sustainability.	Short-term Outcome	<p>National Coffee Sustainability Platforms:</p> <ul style="list-style-type: none"> Engage a wide range of stakeholders, fostering collaboration and cooperation among them. Have access to adequate resources, expertise, and support necessary to convene stakeholders and initiate collaborative efforts effectively. Have well-defined objectives and strategies that are aligned with national

			sustainability goals, providing a clear direction for stakeholder collaboration.
	National stakeholders' cooperation and collaboration lead to improvements in the enabling environment for coffee sustainability and increased local investments to address sustainability issues	Intermediate outcomes	<ul style="list-style-type: none"> • Involvement and empowerment of farmers and local stakeholders in decision-making processes regarding sustainable coffee production, fostering a sense of ownership and commitment. • Existence of a market at the national and/or global level that demands and rewards sustainably produced coffee, coupled with programs that recognize and incentivize sustainable practices.
Collective Action Plan for Farmer Prosperity	Collective Action Plans for Farmer Prosperity lead to strengthening national capacities (capacities of national stakeholders including relevant institutions, extension workers and farmers) for coffee sustainability.	Short-term outcome	<ul style="list-style-type: none"> • Willingness among stakeholders to adopt and integrate best practices and innovative technologies recommended in the Collective Action Plans for Farmer Prosperity per country to improve coffee sustainability and resilient farming systems. • Alignment of Collective Action Plans with existing national policies, development agendas, and international commitments related to sustainable development and agriculture, ensuring coherence and synergy across initiatives. • Availability of adequate financial resources, technical expertise, and infrastructure necessary to execute the interventions outlined in the Collective Action Plans, facilitating effective implementation.

	Improved national capacities lead to enhanced adoption of sustainable farming practices at national level	Intermediate outcome	<ul style="list-style-type: none"> • Supportive agricultural policies and initiatives from public and private sector that incentivize and encourage the adoption of sustainable farming practices. • Effective and well-resourced agricultural extension services, providing hands-on training and technical assistance to farmers. • Access to innovative and appropriate technologies tailored for sustainable farming and transition to resilient farming systems, as well as inputs and finances
	Increased adoption of sustainable farming practices leads to increase the production and supply of sustainably produced coffee	Intermediate outcome	<ul style="list-style-type: none"> • Farmers have access to the necessary inputs, e.g. financial and technological resources. • Strategies and resources available to farmers to cope with climate change impacts, ensuring resilience and sustainability in coffee production despite environmental challenges.
National Sustainability Curricula	The National Sustainability Curricula (NSCs), which serve as locally relevant resources for training farmers on coffee sustainability and integrated in the Collective Action Plans, lead to strengthening farmers capacities and lead to uptake of sustainable farming practices.	Short-term outcome	<ul style="list-style-type: none"> • Effectiveness of the NSCs in adapting the Coffee SR Code principles and practices to the national context. • Regular updating and adaptation of NSCs based on emerging research, technological advancements, and changing sustainability needs in the coffee sector.

			<ul style="list-style-type: none"> • Extension services (private and public) use the NSC to train farmers.
Coffee Sustainability Reports	The Coffee Sustainability Reports by providing a common framework to monitor and report progress towards sustainability outcomes in GCP program countries lead to credible insights on sustainability practices and challenges at national level.	Short-term outcome	<ul style="list-style-type: none"> • Availability of comprehensive and accurate data on sustainability practices and challenges across the coffee supply chain, allowing for relevant reporting in the sustainability reports. • Active participation and commitment from coffee industry stakeholders including producers, processors, exporters, and retailers in providing data and information for the sustainability reports.
	Credible insights lead to increased investment by stakeholders to address sustainability issues at national level.		<ul style="list-style-type: none"> • The insights derived from the reports are perceived as pertinent and actionable by stakeholders. • The identified sustainability issues align closely with the objectives and priorities of the stakeholders, fostering their willingness to invest resources and efforts into addressing these issues. • The insights from the reports offer clear guidance or pathways for action.
	GCP's dual approach to drive the demand for sustainable coffee while implementing farmer-centric solutions through collective action at scale aimed at enhancing the production and supply of sustainable coffee, coupled with improved enabling environment,	Long-term outcomes	<ul style="list-style-type: none"> • There is a continued and growing demand for sustainable coffee. • Supportive policy frameworks and regulatory environments in producing countries incentivize and promote sustainable practices and transition to

	increased investment and enhanced adoption of sustainable practices contributes to fostering farmers' economic prosperity, social well-being, and environmental stewardship and ultimately fosters transformational change for farmers.		resilient farming systems for coffee production.
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8. Unintended Consequences of GCP's Work

While GCP focuses on making global coffee production and sourcing more sustainable and fostering transformational change for farmers through its strategy, it is also keeping an eye out for any unintended effects that could occur due to its work.

This table below shows the potential unintended effects of GCP's work, highlighting not just the positive but also the negative effects that extend beyond the targeted scope of our intervention, affecting other aspects of the system.

Unintended Effects	Strategy Level	Change
GCP's model of pre-competitive collective action is replicated by other organizations or in other sectors, which further maximizes the scale of impact.	Global/Local	Positive
Consumers' knowledge on sustainability increases, driving further demand for sustainable coffee.	Global	Positive
Competition between schemes recognized by GCP as equivalent to the Coffee SR Code result in limited impact on farmers.	Global	Negative
Companies use GCP Membership as a box ticking exercise as it lets them meet the multistakeholder participation criteria, instead of taking ownership of the shared responsibility GCP promotes, resulting in greenwashing.	Global	Negative
With strong focus on farmers prosperity and the target to reduce Living Income gaps, other topics relating to social well-being and environment don't receive the attention needed.	Local	Negative
The emphasis on responsible agrochemical use in certain Collective Action Plans may lead to avoidance of specific chemicals, potentially resulting in decreased yield if farmers lack access to alternative options and therefore pests or diseases are not effectively controlled.	Local	Negative
Some of the coffee producing countries who are not part of the GCP Network of Country Platforms are left behind.	Global	Negative

GCP will monitor these unintended effects through its MEL framework. Where applicable, specific indicators will be included in the MEL plan. GCP will keep an eye on the negative unintended consequences and develop strategies to mitigate them.

9. GCP's Contribution to SDGs

GCP's strategies and results directly contribute to 13 of the SDGs and influence others indirectly.

SDG 1	End poverty in all its forms everywhere.
SDG 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
SDG 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
SDG 5	Achieve gender equality and empower all women and girls.
SDG 6	Ensure availability and sustainable management of water and sanitation for all
SDG 7	Ensure access to affordable, reliable, sustainable and modern energy for all
SDG 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG 10	Reduce inequality within and among countries
SDG 12	Ensure sustainable consumption and production patterns
SDG 13	Take urgent action to combat climate change and its impacts.
SDG 15	Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
SDG 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
SDG 17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development



Annex 1. Glossary of Terms

Term	Definition	Source
Coffee Sustainability Reference Code (Coffee SR Code)	The Coffee Sustainability Reference Code (Coffee SR Code) is a sector-wide reference on the foundations of sustainability in economic, social and environmental dimensions for green coffee production and primary processing worldwide.	GCP
Collective Reporting on Sustainable Coffee Purchases	The GCP Collective Reporting on Sustainable Coffee Purchases is a common framework for roasters and retailers to report on their sustainable coffee purchases.	GCP
Collective Action Plans for Farmer Prosperity	The GCP Collective Action Plans for Farmer Prosperity are multi-year plans to address the key barriers to farmer prosperity and sustainable coffee at origin. These plans are co-developed by GCP with each country's National Coffee Sustainability Platform (Country Platform) with inputs from GCP's global membership and aim to contribute to the GCP 2030 Goal by defining how much of the Living Income Gap they will close, for how many farmers.	GCP
Equivalence Mechanism (EM)	The GCP Equivalence Mechanism (EM) is a structured framework consisting of defined set of sustainability (performance) and operational (system) criteria, established to ensure that sustainability schemes, standards or programs align (at least) with the baseline sustainability principles and practices outlined in the Coffee SR Code.	GCP
Goal	Goal is the higher-order objective to which an intervention is intended to contribute. Goal is what an organization hopes a program will accomplish in the end. For example, the goal of GCP is to contribute to transformational change for more than one million farmers in coffee producing countries	OECD
Intermediate Outcomes	The likely or achieved medium-term change and effects of intervention outputs. Intermediate outcomes are changes in the behaviour, practice or performance of intermediaries or beneficiaries. These are the changes that are expected to logically occur once one or more short-term outcomes have been achieved.	OECD/Global Affairs Canada (GAC)
Long-term Outcomes	Long-term outcomes are the changes in state, condition or well-being that a programs ultimate beneficiaries should experience. These are the	GAC

	changes that are likely to happen at the end of the program. These include changes such as living conditions, prosperity, environmental security etc.	
National Coffee Sustainability Platforms	National Coffee Sustainability Platforms (Country Platforms) are country-specific organizations comprising public and private stakeholders from across the coffee supply chain. These platforms unite individuals and entities with a shared commitment to the development and sustainability of the coffee industry within their respective countries.	GCP
National Sustainability Curriculum for Coffee (NSC)	Coffee National Sustainability Curricula (NSC) are country-level guidelines on Good Agricultural and Sustainability Practices for coffee farming. They align with the baseline practices for sustainable coffee production outlined in the Coffee Sustainability Reference Code, adapted to the national context. As they are used by public and private extension services, they are key to promote the uptake of the sustainability practices at farm level.	GCP
Outputs	The products, capital goods and services which result from development interventions.	OECD
Short-term Outcomes	The likely or achieved short-term change and effects of intervention outputs. Short-term outcomes are usually changes in capacity, such as an increase in knowledge, awareness, skills or abilities, or access to... among intermediaries and/or beneficiaries. Short-term outcomes also changes in processes.	OECD/ Global Affairs Canada (GAC)
Theory of Change	The way the intervention is expected to achieve or achieves change. It represents how people understand change to occur in a given context, including explicit (or implicit) assumptions about the causal links between inputs, activities and results. Often also includes evidence and risks for these elements of the results chain.	

Annex 2. References

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