



**INTERNATIONAL
COFFEE
ORGANIZATION**

MEASURE WHAT MATTERS

**ICO MAPPING PERFORMANCE ASSETS
AND ICO CPPTF CONCEPTUAL FRAMEWORK**

PHASE 2
SUMMARY AND RECOMMENDATIONS
CONCEPTUAL FRAMEWORK DEVELOPMENT

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EXECUTIVE SUMMARY

The ICO Coffee Public-Private Task Force (CPPTF) Roadmap outlines the steps to operationalize the London Declaration and Resolution 465. This includes a common understanding of the key problems the CPPTF are addressing in the coffee sector, as well a definition of long-term success. The Technical Workstreams (TWS) are action-oriented mechanisms, with timebound commitments to realize the vision of the CPPTF:

A SUSTAINABLE AND PROSPEROUS FUTURE FOR COFFEE PRODUCERS AND THE SECTOR AS A WHOLE.

The CPPTF has a commitment to standardized approaches for performance measurement that leverage existing sustainability framework and indicators to understand the effectiveness of interventions, accountability and transparency about results and to drive continual improvement through learning.

A key step to establishing a shared measurement system is to link the various proposed activities of the TWS to the longer term CPPTF Key Outcomes. This means identifying the intended direct results (outputs), short- and medium-term outcomes, to impact. A conceptual framework was drafted as a basis for the Theory of Change of the ICO CPPTF. The key takeaway is that business as usual is not an option and there is the urgent need to change **HOW** we work. The CPPTF creates the backbone to **change** by coordinating efforts to achieve collective impact through two key pathways (strategies):

1. Innovation to Impact: pooling information and data from and make active use of sustainability-focused interventions from the TF members (both public and private), public-private partnership pilot initiatives to test models, using data and learning for scaling
2. Value for Value: sustainability costs are linked to benefits (shared responsibility)

The first phase of this project looked at the numerous existing sustainability frameworks and indicator sets specifically for, or applicable to, the coffee sector. While most build upon one another, they use different terms, definitions and indicators making comparability and aggregation challenging. They are primarily producer level focus with limited exceptions.

For measuring production level results (outputs, outcomes and impacts), the existing sustainability frameworks and indicator sets should be used to measure progress against the CPPTF Outcomes of economic resilience, social and environmental sustainability.



The Roadmap process can motivate the existing sustainability frameworks and indicator sets to expand to cover the length of the value chain. To fill the existing gaps, other frameworks should also be considered.



However, none of the core asset frameworks currently address the other key stakeholder groups' activities: Traders, Roasters and Retailers, Governments, NGO's and extension services (with minor exceptions). With shared responsibility, there needs to be more risk sharing and **shared accountability** of all actors, including private and public actors through shared performance measures.

Together, the work can contribute directly or indirectly to the SDGs:



BACKGROUND

In propelling the work of the CPPTF forward to achieve commitments to a clear, measurable Roadmap and its timebound implementation in various outcome areas, ICO and GCP, along with the entire CPPTF, have agreed to make use of existing resources and build on existing work in the sustainability coffee arena. This also applies to the topic of impact / performance measurement where existing resources and

assets could ideally be combined with innovations, aiming at serving private sector's as well as public sector's informational needs. Crucially, accountability needs to ensure an appropriate, meaningful and aligned use of sustainability measurement assets at different levels and for different purposes.



Research Questions

- How do existing sustainability frameworks and indicator sets **differ** from each other/where are the biggest **gaps**, focusing on the following key stakeholder groups' activities: Producers, Traders, Roasters and Retailers, Governments, NGO's and extension services?
- How can these assets be effectively used to satisfy the **information and accountability needs** of these groups and leverage their commonalities towards more impact and measure progress against the CPPTF Outputs and Outcomes? In this regard, how can the existing assets be applied/adapted to cover the **lengths of value chain**, not just farm level, especially activities of private and public actors (e.g. sourcing policies, policy instruments, etc.)?
- How can the London Declaration's Roadmap process support the dissemination and government endorsement of relevant measurement assets in order to build on and further improve existing measurement assets and achieve buy-in to standardized approaches for performance measurement?

In addition to the existing sustainability frameworks and indicator sets, thirteen sustainability frameworks/tools were reviewed based on the Task Force suggestions. These were categorized in terms of the research questions (e.g. alignment/gaps, scope) and potential to support the information and accountability needs. An excel file was used to catalog

this high-level scan. See annex for list of existing sustainability frameworks and indicator sets and other tools of Phase 1 as well as relevant changes and updates. The details of the existing sustainability frameworks and indicator sets and their links to the SDGs can be found in the accompany Excel file "ICO CPPTF Performance Measurement Assets".

Phase 1 Summary Quick Scan of existing sustainability frameworks, indicator sets and other frameworks and tools



SAME

- Farm level focus
- Holistic Social/economic/environmental focus
- Use of international reference points
- Practice and output based (versus outcome/impacts)



DIFFERENT

- Different terminology
- Different focus of ESG aspects
- Different purposes
- Different users
- Different result levels



BIGGEST GAPS

- Consistency and comparability
- Value Chain coverage beyond the producer
- Smallholders
- Outcome/impact measurements
- Economic/livelihoods/living income coverage
- Due Diligence



RECOMMENDATIONS

- Benchmarking
- Leverage methodologies and guidance from a broader landscape
- “Cherry pick” from the broader landscape
- Align with Due Diligence legislations (EU pending)

While there has been further work on several of the existing sustainability frameworks and indicator sets since the initial scan, these have not addressed the fundamental gaps in coverage beyond farm level, ICO CPPTF outcomes or consistency.

The Technical Workstreams (TWs) and the Sustainable Coffee Challenge (SCC) have aligned and agreed upon targets. The proposed draft SCC metrics include some input and output level supply chain metrics.

SUMMARY PHASE 2

LINKING ACTIVITIES TO IMPACT

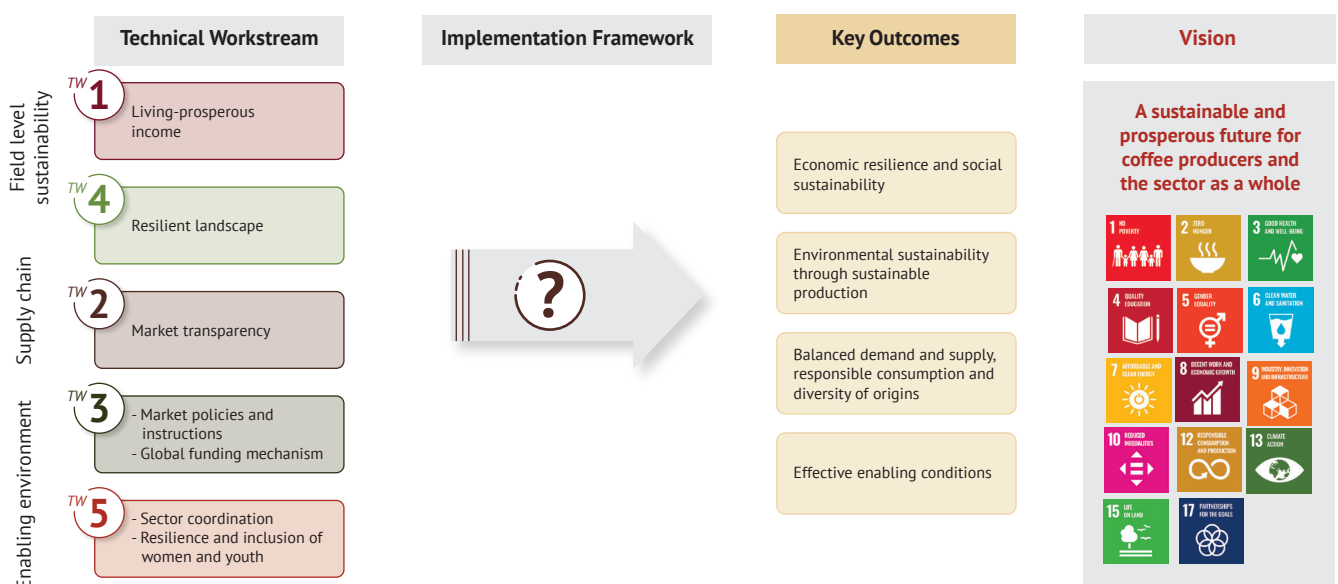
A key recommendation from phase 1 included...

Once the CPPTF Roadmap is more concrete, “cherry picking” from the broader landscape within the different frameworks and tools. In other words, selecting the aspects that are most directly beneficial makes the most sense. This enables choosing and picking from the broader landscape for aspects that are already widely adopted, tested and understood by different actors. This also fits in the mandate to build upon existing assets.

In other words, to decide on what metrics, there must first be clarity on the implementation plans of the different TWs and bring those together in a coherent fashion. There are however several challenges. The link between actions and desired outcomes are hard to establish. External circumstances are changing rapidly. Many things are going on with multiple actors and activities. The cause and effect of activities to impacts are “dislocated” in terms of time and space. Figure 1.

To support the development of a more concrete Roadmap, linking TWs activities and outputs to the longer term ICO CPPTF outcomes, a draft conceptual framework was presented at a May workshop. This builds upon the earlier Theory of Change work, the ANNEX to the Communiqué (Vision, Roadmap, Technical Workstreams planning and proposed commitments) and the ICO Coffee Development Report 2020.

Figure 1: Linking Action to Outcomes

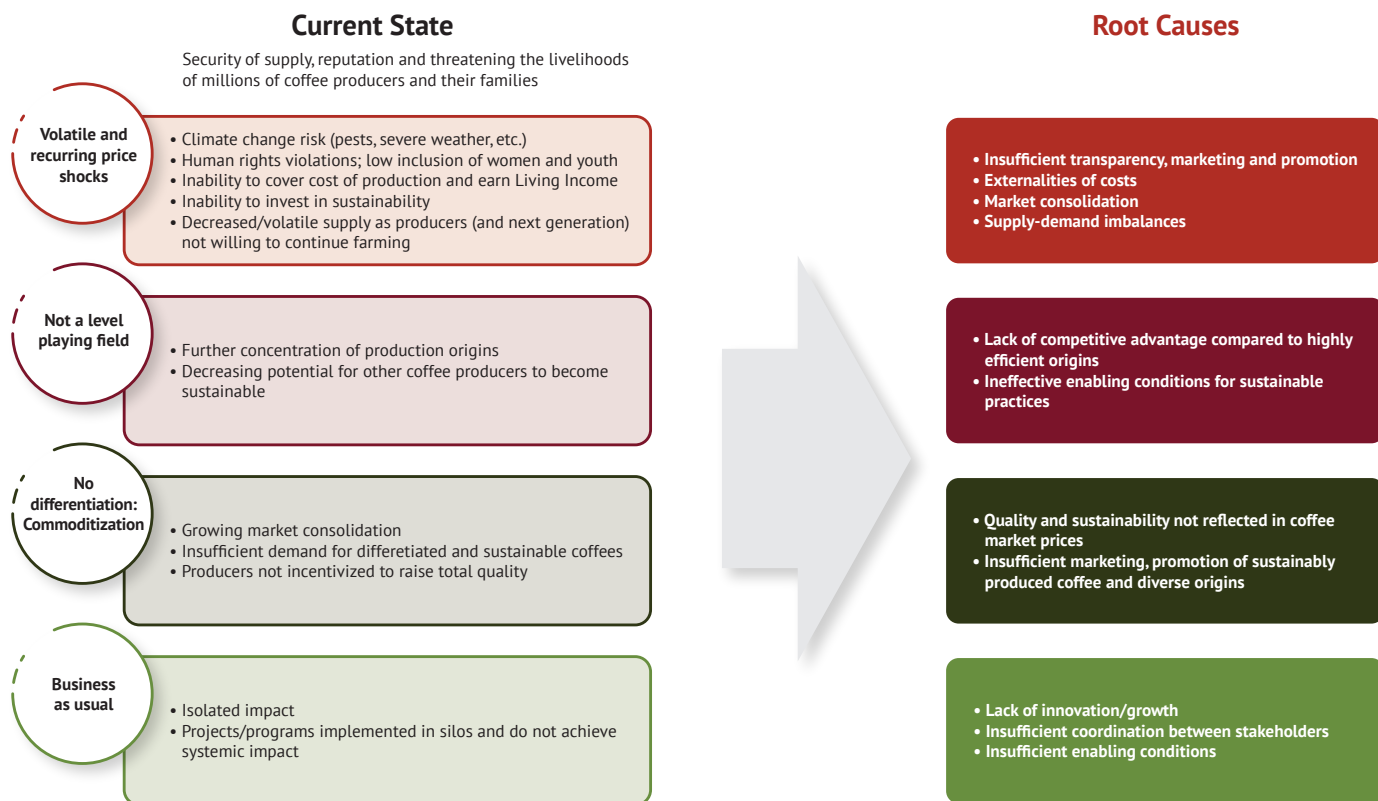


Source: ICO

Given the unprecedented challenges the sector faces, **business-as-usual** poses **a major risk** to the sector by compromising security of supply, reputation and threatening the livelihoods of millions of coffee producers and their families that depend on coffee as major source of income. – Annex to the Communique, page 2

The problem statements and root causes were extracted from the Annex to the Communique to understand what has to **CHANGE** to achieve the vision of sector transformation. Figure 2.

Figure 2: Problems and Root Causes from Annex



Source: ICO; Adapted from the Annex to the Communique

What are the barriers? What has to **change** to achieve the ICO CPPTF vision?

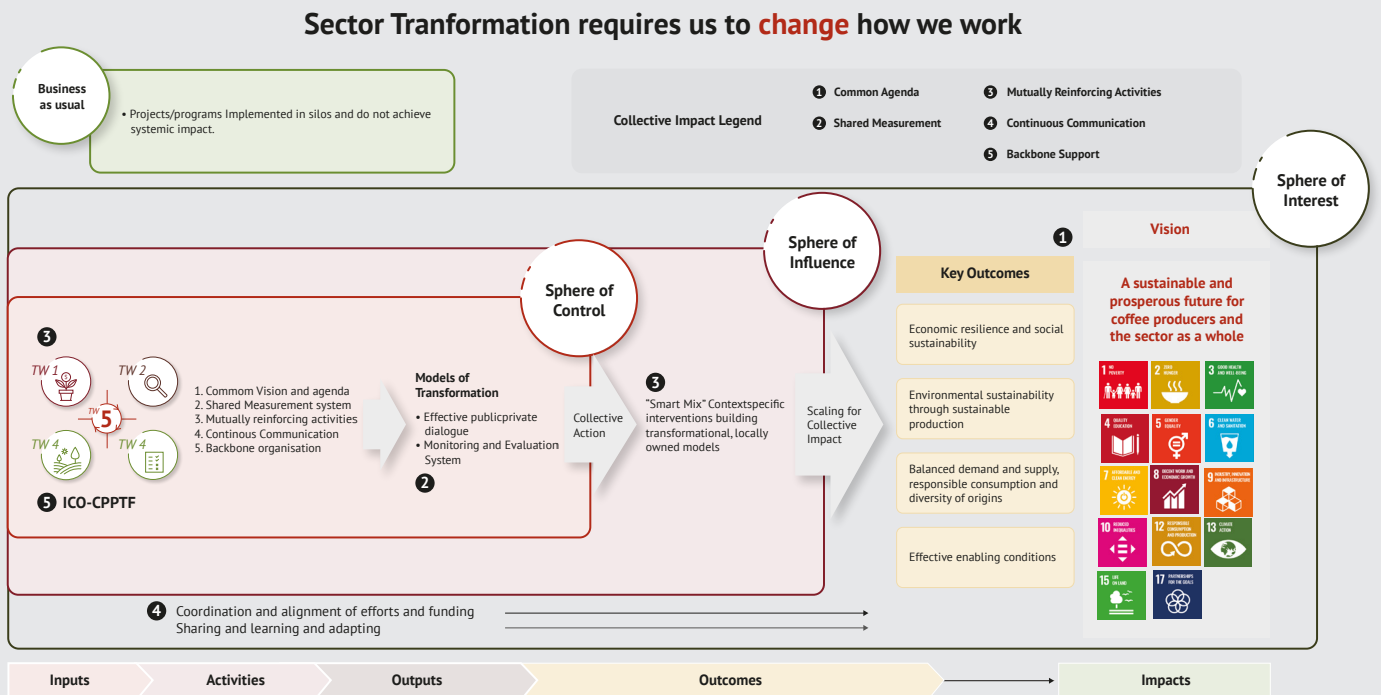
A sustainable and prosperous future for coffee producers and the sector as a whole.

The issues, problem statements and challenges are well known and documented. What has to **change** is **HOW** we address them. Sector Transformation requires us to **change** how we work.

“...transformation takes place when diverse actions, networks, and individuals intersect across sector and issue silos, the global and local, the macro and the micro. These intersections facilitate convergence around shared visions and values and, ultimately, build critical mass and momentum behind tipping points that lead to healthy, equitable, renewable, resilient, and culturally diverse [...] systems that dynamically endure over time¹”.

It was premature at this stage to attempt to align the TWs due to the different starting points and development of workplans. One on one calls were held with all but the TW3 to discuss their draft plans. The output of these calls is a conceptual framework of the Theory of Change of the ICO CPPTF. See Figure 3. This framework can support the TWs to each define their own Theory of Change within this framework.

Figure 3: Conceptual Framework ICO CPPTF



1 Global Alliance for the Future of Food. <https://futureoffood.org/insights/theory-of-transformation/>

THEORY OF CHANGE OF THE ICO CPPTF



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- The CCPTF aims to address the root causes of the issues and their impact on coffee farmers through
- facilitation of effective public-private dialogue,
- the leveraging of existing resources (private sector efforts, funds available in producer countries, international donor community) and
- the mobilization of additional actors and shared public-private resources to implement commonly agreed solutions.²

As a first step to address the root causes of the issues of the coffee sector, the CPPTF established an ambitious shared long-term vision. Achieving this vision requires a coordinated scaling of efforts (action) for collective impact.

COLLECTIVE ACTION FOR COLLECTIVE IMPACT

Collective impact describes an intentional way of working together and sharing information for the purpose of solving a complex problem. Extensive research has shown that collective impact initiatives have five conditions that together produce alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.² In the CPPTF Conceptual Framework, the five conditions for collective impact are rules for interaction that lead to synchronized and emergent results.”

“A common agenda, if authentic, creates intentionality and enables all participating organizations to “see” solutions and resources through similar eyes. Shared measurement, mutually reinforcing activities, and continuous communication enable participants to learn and react consistently with the common agenda to emerging problems and opportunities. Meanwhile, the backbone organization supports fidelity by the various cross-sector players to both the common agenda and rules for interaction.”⁴

² Annex to the Communique page 2

³ [Stanford Social Innovation Review](#)

⁴ [Stanford Social Innovation Review](#)

The Five Conditions of Collective Impact		ICO CPPTF elements
1. Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions	Vision and Roadmap
2. Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned, supporting learning and accountability	In development
3. Mutually reinforcing activities	Differentiated but coordinated activities through a mutually reinforcing plan of action	TWs
	Coordination and alignment of efforts and funding (ICO Annex to the Communique)	ICO CPPTF
4. Continuous Communication	Consistent and open communications to build trust, assure mutual objectives	ongoing
5. Backbone Support	Creating and managing collective impact requires a separate organisation to serve as backbone and coordinate different organisations and agencies	ICO CPPTF

Table Source adapted: [Stanford Social Innovation Review](#)

ICO CPPTF PATHWAYS/STRATEGIES

The two key **change pathways** of the ICO CPPTF are:

1. **Innovation to Impact:**
pooling information and data from and make active use of sustainability-focused interventions from the TF members (both public and private), public-private partnership pilot initiatives to test models, using data and learning for scaling
2. **Value for Value:**
sustainability investments and costs are linked to benefits and incentives

1. Innovation to Impact

Changing HOW we learn for adaptive management is critical for scaling. A common key strategy of the TWs is an Innovation to Impact approach, using data for learning, evidence-based strategy and policy development.



The incubation period includes pooling information and data from and make active use of sustainability-focused interventions from the TF members (both public and private), coordinated public-private partnership pilot initiatives to test models, using data and learning for scaling. This strategy needs to proactively build in feedback loops for learning to identify what is working (or not) and adaptive management.

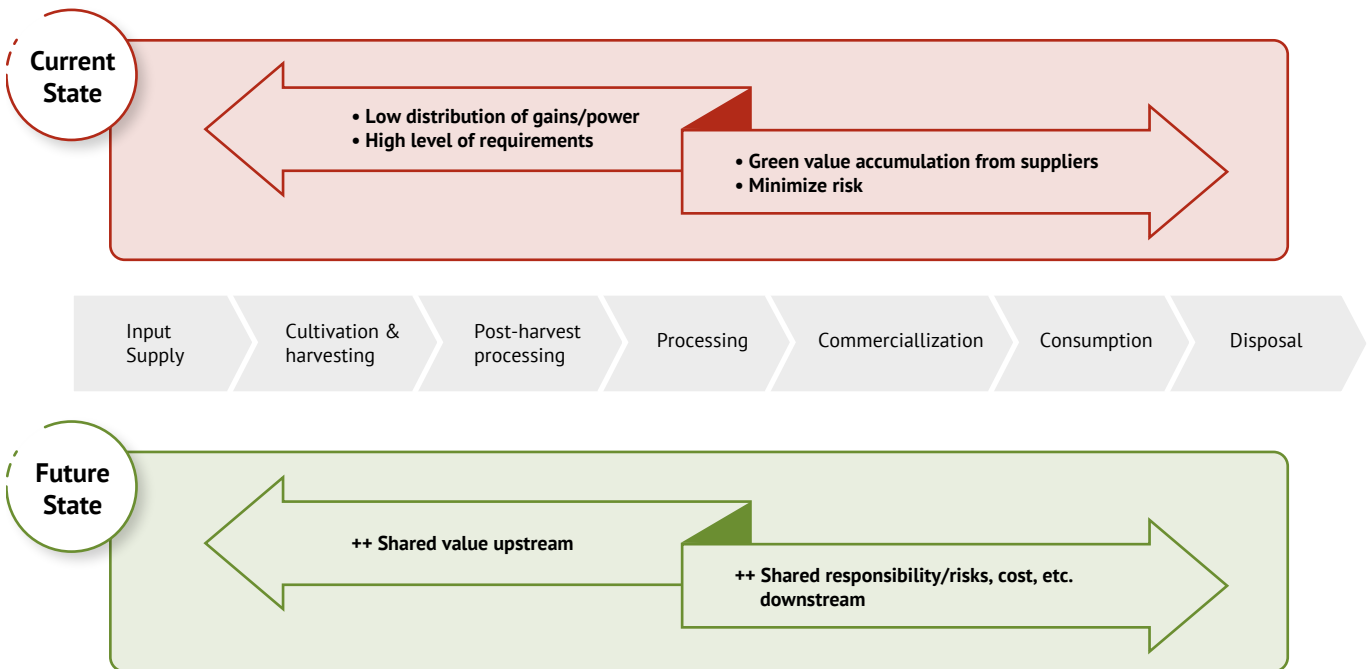
The data and insights can attract further investments and partnerships driving impact. This framework is not prescribing specific interventions or strategies. The interventions will need to be context specific and depend on the national strategies and priorities. They may be in specific supply chains or landscapes, include a broad mix of stakeholders with different leading actors from the public and private sector. There will be interlinkages and many of the interventions will produce multiple outcomes. Collectively this “Smart Mix” of voluntary and mandatory context specific interventions will support and incentivize demand and supply-side sustainability to deliver on the ICO CPPTF vision and the SDGs.

Over time, the “sphere of control” and interest will shift right with data and insights

2. Value for Value

Changing HOW we share the **responsibility** and the **accountability** of sustainability is the other big **change** aspect. Currently, the majority of the value accumulation from sustainability is captured downstream by companies through brand reputation, green investment and risk minimization⁵.

Yet there is limited (comparable) information and accountability downstream. Producers have a low distribution of gains and a high level of requirements (costs/risks) and accountability. This burden falls heavier on small producers. “Important features of the coffee supply chain, such as costs and margins from farm to retail, remain opaque and living income gap assessments in producing countries are not widely available.⁶”



There is a real need for Value for Value. In other words, Value created (e.g. through investments in sustainable production practices, living wages) should receive Value in the form of incentives, premiums, financing or other mechanisms.

With shared responsibility, there needs to be more shared *accountability* of all actors, including private and public actors through shared performance measures. Currently most sustainability requirements are on the producer. Through implementation of the Roadmap process, the ICO CPPTF

can support a shared measurement system that motivates the existing sustainability frameworks and indicator sets to expand to cover the length of the value chain and shift the power and gains to producers. To fill those gaps, other measurement frameworks should be considered (see Annex and Excel).

It will be important to define within the TWs the different roles and responsibilities of all the actors to shift change the power and gains.

⁵ Stefano Ponte, UNFSS Academic Advisory Council Webinar 17 June 2021, CDR

⁶ CDR 2020, page 21.

KEY ASSUMPTIONS OF THE CONCEPTUAL FRAMEWORK

There are a number of assumptions in the ICO CPPTF conceptual framework that should be defined further in the TW. Fundamentally this framework assumes:

Business as usual is not an option



Financial resources can be mobilized



Coordinated approach leads to sector transformation with shared responsibility and accountability



Some other assumptions include (not exhaustive): governments are interested, policy cohesiveness, agreement on shared measurement, investments attracted, no information asymmetries, technical and scientific cooperation, technology transfer, knowledge management, effective participation of all stakeholders and gender-responsive approaches.

These assumptions form part of the Theory of Change and will need to be monitored along with **effective enabling**

conditions, an ICO CPPTF key outcome. These enabling conditions include public and private dialogue and actions to realize effective national and international regulations, incentives for sustainable production practices (e.g. World Trade Organization green box subsidies), technical assistance, and investments, all aimed at maintaining a prosperous and sustainable coffee sector.⁷ Laws, regulations, policies, international trade agreements and public infrastructure can facilitate, or hinder, the scaling for sector transformation.

SHARED MEASUREMENT

Based on the conceptual framework and mapping of performance measurements, a shared measurement system (#2 pre-condition for collective impact) can be developed. This system should include both:



Ongoing **Monitoring** of progress towards the goals (performance measurement) for effectiveness, learning and adapting and

periodic **Evaluations** (M&E) to assess if the interventions result in the ICO CPPTF Key Outcome



This provides transparency and accountability for the different stakeholders. The TWs workplans need further development before working on those, but some general principles and guidelines are recommended in the following.

⁷ Annex to the Communique page3

GUIDING PRINCIPLES FOR SHARED MEASUREMENT

There are several guiding principles when developing the shared measurement system, noting there are tradeoffs and limitations.

- **Leverage existing assets** – use existing sustainability frameworks and indicator sets and other tested frameworks and methodologies.⁸ There are literally thousands of indicators already developed! For example, COSA has worked extensively on developing a library of tested metrics covering a wide range of topics. For gender and landscapes, several coalitions exist with tested methodologies and metrics.
- **Start small and learn** – it is recommended to begin with a small handful of shared indicators and learn from the process rather than try to develop a comprehensive set. Don't let perfection get in the way of progress!
- **Standardized across contexts for aggregation and comparability** – understand tradeoffs of standardization but for a small set, keep them simple in order to bring data together across actors
- **Accessible** – use the KISS principle (keep it short and simple) to reduce barriers to use and improve quality
- **Link to SDGs** – coffee has the potential to deliver on several of the SDGs and private and public actors want insights on how the activities are contributing to the 2030 goals. These should be explicitly linked where feasible. See Excel.
- **Learning based approach** – while accountability is important, the primary objective and driver of innovation is learning and adapting. This must be built into the process, for example as an annual part of the workplan, not as an afterthought.
- **Measuring activities and outputs is not enough.** While it will be important to measure progress towards the intended goals in terms of activities and commitments, this is not sufficient, sustainability reporting is not enough. See [HBR – We are confusing outputs with impact](#).

Limitations

- We can't measure it all
- Complex issues don't always go well with simple metrics
- Limited to the ICO CPPTF conceptual framework – the TWs and Gender Advisory Team will be developing their own performance metrics based on their workplans

⁸ Excel file "ICO CPPTF Performance Measurement Assets"

SMALL SET OF SHARED MEASUREMENTS

The ICO CPPTF ToC highlights the need for coordinated efforts across all actors and shared responsibility for driving transformation. With shared responsibility, there needs to be shared **accountability** of all actors, including private and public actors through shared performance measures.

Phase 1 of this project looked at a set of existing sustainability frameworks and indicator sets (Annex). While some changes are being proposed or in draft, none of the core asset frameworks currently address the other key stakeholder groups' activities: Traders, Roasters and Retailers, Governments, NGO's and extension services. Not included, but an important piece of sector transformation is Financial Institutions. They not only provide critical capital for investment but can drive demand for sustainable production through ESG policies.

The recommendations include some Initial proposed metrics for the ICO CPPTF that cover the other actors. The Roadmap process can motivate existing sustainability frameworks and indicator sets to expand or adapt these core coffee assets to cover the length of the value chain. For example, the GCP BCC could consider equivalent requirements for supply chain actors. Some draft proposals exist, but much more needs to be done. To fill those gaps, other frameworks must be considered. There is not a shortage of frameworks or indicators! Potential applicable resources are found in the excel.

An initial set of key performance indicators (KPIs) are proposed for the ICO CPPTF below. They are based on the basic conceptual framework (Figure 3).

- ALL TWs targets - # countries with LI benchmarks, # pilots, production costs and value efficiency are transparent
- Differential (volume/%change) between Sustainable Production and Responsible Sourcing

Producers:

Sustainable Production (volume/ha) = production under GCP EM recognized schemes – includes voluntary, private and government programs



National Governments

To be developed but should include outputs and outcomes such as incentive mechanisms (policies, tax, etc)



Private Sector

Responsible Sourcing = purchases (volumes/value) by country of GCP EM recognized schemes + long term contracts +sustainability differential



ALL. Private sector, government, civil society:

- Training by type/country/disaggregated by gender/youth (IDH metric) (SCC) Local capacity developed/country/disaggregated by gender/youth (TWS 1 and 2)
- Investments by type/country (SCC metric) disaggregated when feasible e.g., investments in women owned business, gender lens investment (Root Capital)



9 As of this report, TW3 workplans and commitments were still in development

NOTES ON SUSTAINABLE PRODUCTION AND RESPONSIBLE SOURCING METRICS

Sustainable production will be a key driver of the ICO CPPTF Outcomes on economic resilience, social and environmental sustainability as defined in the ANNEX to the Communique. However, there is not agreement on what defines sustainable production. In order to achieve the change outlined above, the following definitions/approaches are recommended.

Sustainable Production

On farm level sustainability, the key recommendation is to use existing credible **benchmarking** such as the GCP Equivalency Mechanism to recognize different approaches, frameworks and tools.



Certification is one approach, but it does have its limitations and costs. There are also other credible tools. It is hardly feasible, and not even desirable, to have only one performance measurement approach, even for a single commodity like coffee in a global context. This also potentially stifles innovation and risks moving to the “lowest common denominator” rather than driving performance and raising the bar. This will allow for the integration of different approaches into tools for different users – governments, supply chain actors and NGOs for instance.

Responsible Sourcing

Responsible sourcing includes purchases under schemes recognized as sustainable plus long-term contracts and payment of a sustainability differential



Many companies report in their sustainability reports on their responsible sourcing in terms of the volume/% of purchases produced “sustainably”. This may be certified volumes or simply considered compliant with their own sustainability codes. While these efforts should be applauded, it is clearly not enough in terms of shared responsibility. Sourcing that is responsible shares the costs/risk with benefits. In addition, research shows that closer, durable relationships provide the stability for long term investments. Thus it is recommended

Diminished gap between supply of sustainable coffee + market uptake (Sustainability Framework)

Market uptake gap of recognized sustainable production = Responsible sourcing (above) over Sustainable Production (above)



Differential (volume/% change) between Sustainable Production and Responsible Sourcing

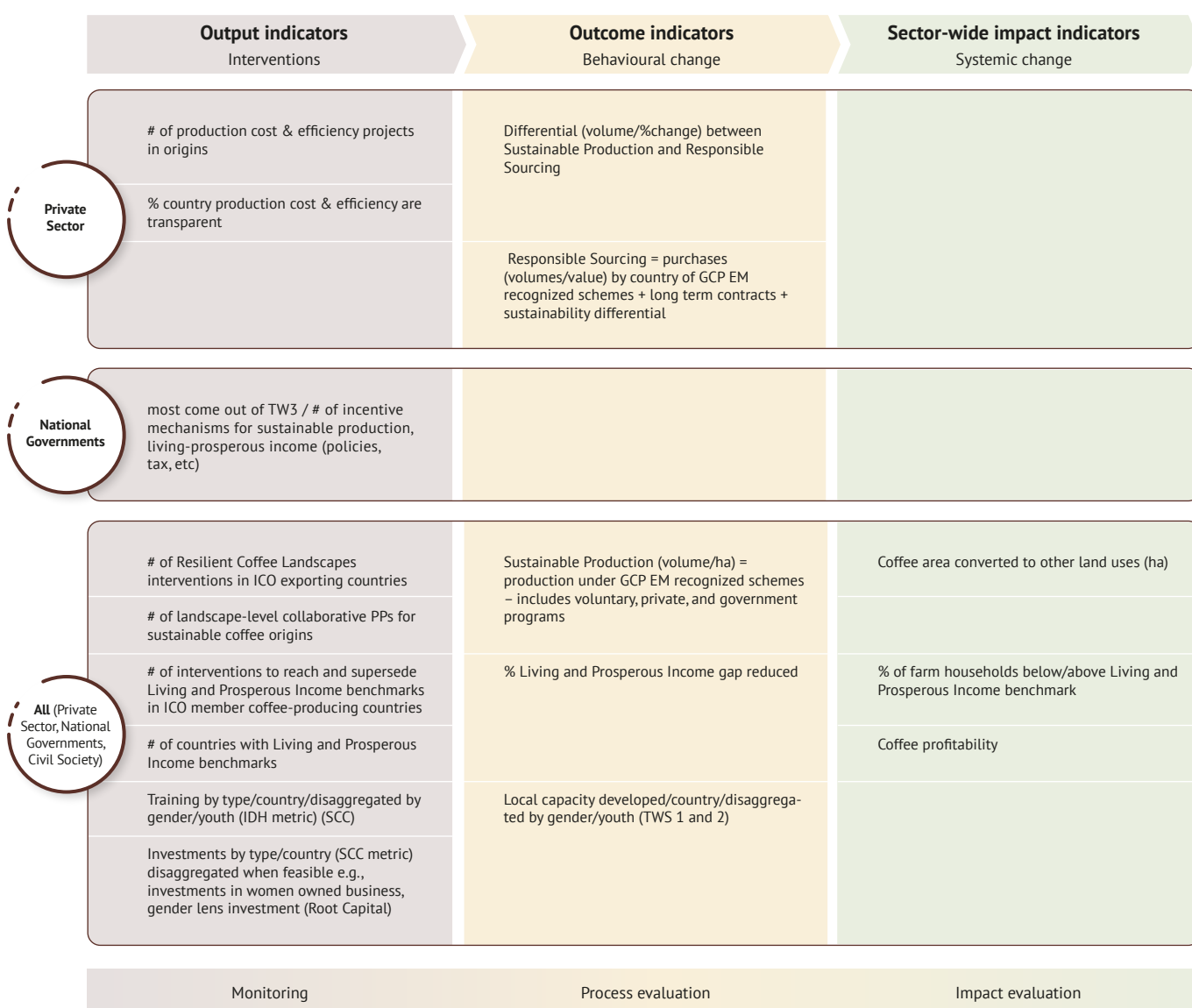
A large portion of sustainable certified production each year does not get sold/purchased as such (leakage). Producers, civil society organizations, governments are making the investments in changes to meet sustainability requirements, but the markets are not recognizing that. It is recommended that the ICO CPPTF annually track the market uptake of sustainably produced coffee as such.

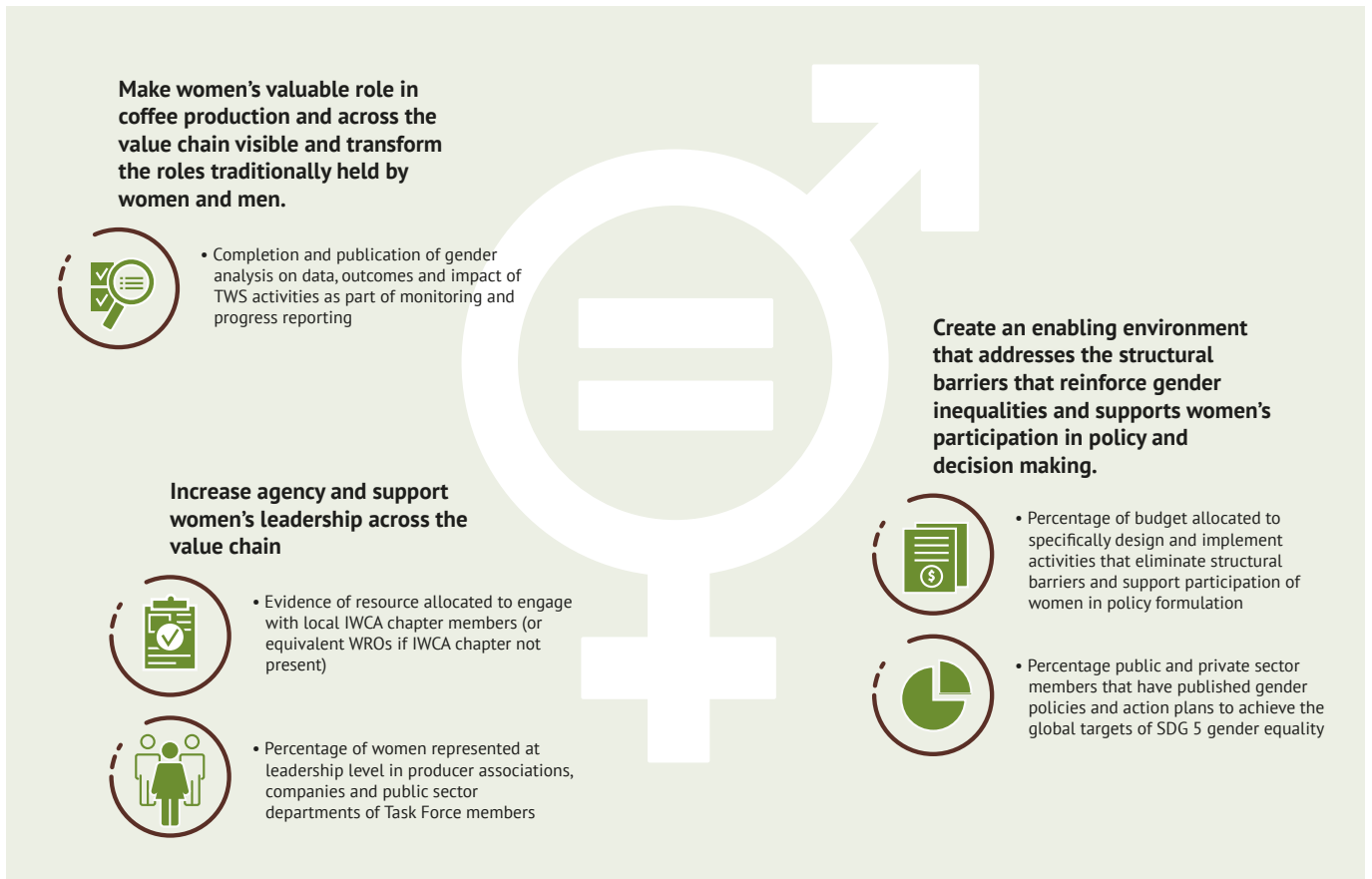
This simplified approach does not account for overlap of sustainability programs, but until the differential is substantially narrowed, proxy estimates should be sufficient.

NOTES ON CROSS CUTTING GENDER MAINSTREAMING MEASUREMENT

In addition, the Gender Advisory team is working with the TWs on metrics for cross cutting activities. Some recommendations for that work to align efforts include:

Structure of the framework and performance indicators





The following key indicators have been developed to enable the Task Force and TWS to gain an overview of how effectively a gender transformative approach is being embedded into their strategies and activities and to track what work is being done from a gender perspective across the TWS and Task Force as a whole. The aim would be for the TWS5 Sector Coordination to lead on collecting and monitoring the data needed to report on performance against the gender indicators at regular intervals.

The suggested indicators have been developed based on learnings from frameworks such as the UN Sustainable

Development Goals, Women's Empowerment in Agriculture Index, IDH Gender Toolkit and Integrity Action.

It will be important to keep in mind that gender-sensitive measurements alone do not improve gender equality. In order to be useful, data must be collected, analysed, disseminated and used.

Measurement should be acknowledged as power so attention should be given to gender aspects in **who** collects the data, **who** interprets the data, **how** is it share. Gender mainstreaming training for TWS should cover these aspects.

NOTES ON SHARED MEASUREMENT AND THE SDGS

The sustainable development goals (SDGs) provide the pathway for achieving the ICO CPPTF vision. They are the impacts we are working to achieve. Together, the work can contribute directly or indirectly to the SDGS and can be found in the Excel:



“Success of achieving a sustainable coffee sector hinges on our ability to balance responsible consumption and production (SDG 12) in our quest to enable economic development (SDG 8) for coffee farmers and workers, in a way that maintains clean water (SDG 6) and conserves life on land (SDG 15). All of this must be done by making concerted efforts to alleviate poverty (SDG 1), achieve food security and promote sustainable agriculture (SDG2) and to combat climate change (SDG 13) and its impact on coffee production and producers¹⁰.”

The coffee existing sustainability frameworks and indicator sets are mapped to these SDGs, except for SDG 9, 10 and 17, which are out of scope of the existing sustainability frameworks and indicator sets (production level focus).

The CDR 2020 reports note the direct link between the C-GVC and SDG 9 on sustainable industry, innovation and infrastructure. The SDG target for “value addition to commodities” is the only commodity-specific target in the Sustainable Development Goals, so upgrading in the coffee value chain is a measurable metric for the coffee sector to show commitment to the Development Agenda 2030¹¹. Through collective action of the different actors and stakeholders, the ICO CPPTF work contribute to SDG 10 on creating a level playing field and diversity of origins as well as SDG 17 on “partnerships for the goals”.

¹⁰ <https://www.sustaincoffee.org/framework-detail>

¹¹ CDR 2020, page 63

ANNEX

Table 1: Frameworks and tools scanned – updates since Quick Scan December 2020

Existing sustainability frameworks and indicator sets	Other frameworks and tools
<ol style="list-style-type: none"> 1. Global Coffee Platform’s Baseline Coffee Code – V3.0 pending publication 2. Sustainability Framework 3. Sustainable Coffee Challenge’s Commitment Hub and metrics – Draft 15 July 2021 version 4. Coffee Data Standard 5. Delta Framework – draft Version 0 for testing June 2021 	<ul style="list-style-type: none"> Accountability Framework Initiative COSA EU/ national regulatory frameworks on ESG reporting FAO SAFA Global Reporting Initiative (GRI) IDH Results Framework Life Cycle Sustainability Assessment OECD Guidelines Sustainable Food lab THESIS – The Sustainability Consortium UN Global Compact and GRI framework for SDG reporting World Business Council for Sustainable Development World Cocoa Foundation- Cocoa Action Oxfam Behind the Brands Landscape Assessment Framework GIIN IRIS+
Research Questions	Synthesis
<p>How do existing sustainability frameworks and indicator sets differ from each other /where are the biggest gaps, focusing on the following key stakeholder groups’ activities: Producers, Traders, Roasters and Retailers, Governments, NGO’s and extension services?</p>	<p>Phase 1 report Summary page 4 Majority of frameworks focus on producers/production level with few if any covering the other stakeholder groups</p>
<p>How can these assets be effectively used to satisfy the information and accountability needs of these groups and leverage their commonalities towards more impact and measure progress against the CPPTF Outputs and Outcomes. In this regard, how can the existing assets be applied/adapted to cover the lengths of value chain, not just farm level, especially activities of private and public actors (e.g. sourcing policies, policy instruments, etc.)?</p>	<p>Pages 10,11 and Shared Measurement section</p> <p>Three of the four Key Outcomes (economic, social and environmental sustainability) are addressed through existing sustainability frameworks and indicator sets and it is recommended to use benchmarking</p> <p>The existing sustainability frameworks and indicator sets should be motivated to expand scope to the supply chain, e.g. GCP BCCA small set of other indicators are proposed for the other actors</p>
<p>How can the London Declaration’s Roadmap process support the dissemination and government endorsement of relevant measurement assets in order to build on and further improve existing measurement assets and achieve buy-in to standardized approaches for performance measurement?</p>	<p>Pages 7-11</p> <p>Common understanding of the fundamental need to change HOW we work and that “Business as Usual” is not feasible. Shared measurement is a critical success factor to collective impact for sharing, learning, continual improvement, data driven strategy and policy development</p>



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