Dear ISEAL member,

Congratulations on having been awarded an ISEAL Innovations Fund landscape grant! As noted in our Applicants Guide, the next step for successful applicants is to complete a project design document and associated budget, with the support of the ISEAL Innovations team. This is an opportunity to finesse your concept, addressing the concerns and requests of the fund’s external grant decision-making committee, and develop your work plan and project management documents to support successful project implementation.

The ISEAL Innovations Fund team will also engage your finance and legal team, guiding them through our contracting and due diligence process. Please note that all of these activities must be completed by 30 June 2020.

This project design document builds on the application form you submitted for funding consideration in April 2020. To avoid duplication of effort, we have identified those sections of the form where information from your application could be carried across – these sections are coloured orange. Some sections may still require additional details.

The completed project design template should be sent to fund@isealalliance.org. The first draft of this document should be submitted to the fund no later than 29 May 2020 for review. The final documents package should be submitted no later than 26 June 2020.

Best wishes,

The ISEAL Innovations Fund team.

SECTION A. APPLICATION DETAILS

<table>
<thead>
<tr>
<th>A1. Project title:</th>
<th>BCI ATLA Project – (Better Cotton Initiative, Adaptation To Landscape Approach)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2. Project summary:</td>
<td>The ATLA Project will accelerate the BCI Standard System (BCSSS) towards the adaptation of a landscape/jurisdictional approach so that the standard can be applied at a broader scale placing BCI in a better position to deliver improvement services or strategies beyond the production unit. The project will further facilitate the process of embedding BCSS within national/regional policies and relevant structures of both Pakistan and Turkey in order to be ultimately applicable on all countries where BCI operates.</td>
</tr>
<tr>
<td>A4. Date of application: (Month, Year)</td>
<td>04.2020</td>
</tr>
<tr>
<td>A5. Amount requested: (in CHF)</td>
<td>167.422</td>
</tr>
<tr>
<td>A6. Matched funding available: (in CHF)</td>
<td>170.463</td>
</tr>
<tr>
<td>A7. Duration of project: (in months)</td>
<td>24</td>
</tr>
<tr>
<td>A8. Name of lead organization:</td>
<td>Better Cotton Initiative (BCI)</td>
</tr>
<tr>
<td>Name of CEO:</td>
<td>Alan McClay</td>
</tr>
<tr>
<td>Official position title:</td>
<td>CEO</td>
</tr>
</tbody>
</table>
SECTION B. PROJECT OBJECTIVES

B1. Describe the motivation for this project, and the sustainability challenge(s) it seeks to address. Explain the scale and scope of these challenges, and why a landscape-level intervention is needed. (section B1 of your Funding Application)

The concept of landscape or jurisdictional approach has been increasingly seen as a more sustainable way forward in recent years. Companies have been exploring scalable solutions for meeting sustainability commitments and standards are now looking at how they can support landscape-wide transformation. BCI, as a membership-based organisation working holistically towards cotton sustainability and farmers’ wellbeing, is looking into how to develop its standard to have wider impact – a direction which is also in line with our 2030 Strategy. The landscape approach recognises that issues like water stewardship, habitat conversion, land rights, child labour and rural development are often better addressed at a larger scale, rather than looking at the sustainability of a single production unit. From an ecological perspective, this point is reinforced by the reality that farms and production units do not operate in isolation but are part of broader, interconnected landscapes. There is little ecological value derived from a well-managed and biodiverse farm situated in a degraded landscape. While certification is an effective tool to recognise good practices at a unit level, it does little to address the challenge of leakage or substitution, whereby certified production shifts destructive production practices to other places rather than eliminating them. Only through a landscape or jurisdictional approach, where mandatory minimum practices are legislated or required, will leakage within a landscape be addressed.

B2. Explain how your proposed landscape-level intervention will address these challenges. Be as specific as possible in terms of who or what will be impacted by your work and how. (section B2 of your Funding Application)

In order to address the problems described above, the ATLA intervention will assist BCI firstly by exploring and subsequently by adapting our standard system to the landscape approach. BCI is aware of what needs to change in order to reach adaptation, however there is still a need to assess how the BCSS (Better Cotton Standards System) should evolve to accommodate such transformation. Although certain components of the BCSS are already applying the landscape approach, there is a need to carry
out an in-depth study on its feasibility and applicability before being able to integrate it fully into the BCSS. The objective of this project is to test how BCI’s management structure (from global HQ to farmers through Implementing partners, Producer Unit and Field Facilitation staff) needs to adapt to a broadened scope of work. The transformation will occur at all levels, determining the management structure and then piloting the adaptation strategy in the field, while the Continuous Learning system will feed farmers’ feedback back to the global level, adapting the strategy while keeping the farmer at the center of BCI’s work. This means that this project will impact the application of the BCI Standard System at all levels of the organisation, from the grassroots right up to the global level.

B3. List and describe the anticipated project outputs.

1: Initial strategic assessment carried out

A Desk research and baseline assessment of Better Cotton Standard System components, tools and approaches to landscape approach is conducted. Consultant assesses current contribution of BC Standard System’s components, tools and approaches to sustainable landscape management.

A strategic report is then developed on BCI adaptation to Landscape management with recommendations on how to address drivers and entry points (notably as per ISEAL in the strategic insight briefing on “Emerging interactions between Standards Systems and Landscape/Jurisdictional approaches”). The recommendations include a detailed activity roadmap that fits into the BCI 2030 strategy. Consultant provides strategic recommendations for improved BCI adaptation to landscape approach in coming years—based on the desk review previously conducted and following ISEAL briefing’s guidance, considering the following drivers/entry points:

- Ability from BCI to bring the market function/supply chain approach
- Land Use planning and landscape connectivity
- Government and local stakeholder mobilization
- Producer support at scale through capacity-building
- Leverage climate funding and sustainable finance

2: Pilot projects initiated


In the context of the Water Stewardship Programme in Buyuk Menderes Basin (Turkey), the project team develops and implements a BCI workplan on an integrated landscape approach in close collaboration with the global consultant, testing the applicability of the recommendations provided in the strategic report. The workplan includes Pilot project summary approach, objectives, indicators, and timeframe developed and reviewed with global consultant. The workplan is implemented by the country project team and includes the following activities:

- Stakeholder Engagement Strategy
- Coordination meetings, consultations, advocacy activities conducted with district authorities following the stakeholder engagement strategy.
- Ecosystem services report to be completed by September 2020
- BCI adapted training material tailored for landscape management
- Adapted BCI “landscape-level” indicators are integrated in the project landscape/jurisdictional M&E system and performance dashboards
Activity 2.2: Develop a stakeholder analysis and engagement strategy as part of a national embedding strategy

The BCI national embedding strategy is tailored and implemented in Pakistan, notably by the development and implementation of a jurisdictional approach in some pilot producing areas (Punjab). The project will support the critical initial step of stakeholder engagement strategy. Pakistan’s jurisdictional approach includes the following main activities:

- Project objectives, approach, indicators, and timeline are developed and reviewed with input from the global landscape approach consultant
- Local consultant is recruited
- A regional/national stakeholder engagement strategy and roadmap for embedding at the regional jurisdictional level is developed
- Comprehensive review of pilot project on regional embedding through local agricultural extension services is carried out
- Report developed on lessons learned from the pilot and roadmap to establish agricultural extension services as ‘jurisdictional entities’ for regional embedding in the mid-term timeframe (2025)
- Stakeholder engagement strategy implemented as per recommendations in consultant report (2.2.3)
- Key government or research events related to cotton sustainability are identified and BCI is represented, in line with stakeholder engagement strategy
- NSC group formed and initial meetings held (at least one annual face to face meeting and quarterly email communication)

3: Review of pilot projects and learnings incorporated into overall strategic recommendations

The global Consultant incorporates pilot lessons by assessing field level-contribution to landscape approach in terms of:

- Multi-stakeholder consultation and engagement strategy
- Landscape governance structure
- Producers natural resource management planning (mapping, monitoring)
- National embedding process

4: Learning shared with other ISEAL members

BCI sets collaborations among ISEAL member standards and takes every opportunity to share learnings from the field and consult colleagues across different sectors on landscape approach integration:

- Regular calls and meetings to coordinate with other ISEAL members (grantees and other members)
- Series of webinars and meetings on the ATLA project conducted with stakeholders and ISEAL members to share lessons learned and exchange ideas

B4. Describe how the intended outputs and/or outcomes of this project respond to the theme of this funding round. (section B3 of your Funding Application)

Our project fits within the theme of the fund in the following ways. The expected outputs/outcomes of the ATLA project represent the first steps towards driving sustainability improvement at scale, adapting the BCSS to landscape approach by
creating a roadmap for BCI to move forward and then assessing in practical terms the feasibility of BCI adaptation, finally providing an evaluation and recommendations for future actions. In line with the funding’s requirements, BCI aims to inspect how to focus beyond individual production units, recognizing that landscape approach will improve and facilitate the measurement of sustainability performance while using more efficient metrics, ensuring a long-term positive impact - including developing risk-based assurance models and monitoring and evaluation programs. Finally, we plan to collaborate with WWF Turkey, the Good Cotton Practices Association (IPUD), the Pakistani government and multiple stakeholders – thus aiming at enabling the conditions for the uptake of more sustainable practices within a region or jurisdiction through collaborative partnership. We consider the collaboration with WWF Turkey to be particularly relevant, because of the organisation’s experience with landscape approach, which will act as a springboard for a successful landscape scaling up project.
### SECTION C. WORKPLAN, RESULTS FRAMEWORK AND M&E PLAN

**C1.** Please fill out the table below with the activities and sub-activities of this project. Include which organisation will be responsible for the implementation of each activity and sub-activity. Mark with ‘X’ the quarter in which the sub-activity is expected to take place. **Please add more rows if necessary.** Please note Year 1 / Q1 relates to the first quarter of project implementation, rather than the beginning of the financial year.

<table>
<thead>
<tr>
<th>Component</th>
<th>Year 1</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td><strong>Component 0. M&amp;E planning and communication</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.1 Develop a M&amp;E plan for global and country activities</td>
<td>BCI</td>
<td>X</td>
</tr>
<tr>
<td>0.2 Develop a communication plan (as per section H)</td>
<td>BCI</td>
<td>X</td>
</tr>
<tr>
<td><strong>Component 1. Strategic Study</strong></td>
<td></td>
<td></td>
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<tr>
<td>1.0. Recruitment of consultant to conduct baseline assessment and develop strategic report</td>
<td>BCI</td>
<td>X</td>
</tr>
<tr>
<td>1.1. Conduct desk research and baseline assessment of Better Cotton Standard System components, tools and approaches to sustainable landscape management.</td>
<td>BCI</td>
<td>X</td>
</tr>
<tr>
<td>1.2. Conduct field visits to assess field level-contribution to landscape approach</td>
<td>BCI</td>
<td></td>
</tr>
<tr>
<td>1.3. Develop a final strategic report with refined</td>
<td>BCI</td>
<td></td>
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</tbody>
</table>


<table>
<thead>
<tr>
<th><strong>Component 2. Pilot testing</strong></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Activity 2.1. Implementation and adaptation to landscape management of Better Cotton Standard System in the context of the Buyuk Menderes Project in Turkey.</strong></td>
<td></td>
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</tr>
<tr>
<td>2.1.1. Develop pilot approach document and workplan, including objectives, outputs and outcomes in collaboration with global consultant</td>
<td>WWF Turkey</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.1.2. Organise engagements with local, central and international authorities of Buyuk Menderes Soke district and participate in local supply chain meeting</td>
<td>WWF Turkey</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.1.3. Conduct study on Ecosystem services provision in the Buyuk Menderes Basin (Delta and Bafa Lake)</td>
<td>WWF Turkey</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.1.4. Training material development on water stewardship</td>
<td>WWF Turkey</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.1.5. Develop land use planning and mapping through GIS based spatial analysis</td>
<td>WWF Turkey</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.1.6. Adapt PU managers’ capacity building tools and methodologies tailored for farmers to landscape level interventions</td>
<td>WWF Turkey</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.1.7. Conduct capacity building training to farmers according to adapted/new landscape management guidance.</td>
<td>WWF Turkey</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Activity</td>
<td>Description</td>
<td>Lead Organization</td>
<td>X</td>
<td>X</td>
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<tr>
<td>2.1.8.</td>
<td>Conduct field trials on regenerative agricultural practices in Soke district</td>
<td>WWF Turkey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.9.</td>
<td>Seek for national and international financial opportunities from public and private sector</td>
<td>WWF Turkey</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2.1.10.</td>
<td>Test new performance and monitoring indicators applicability in the context of the pilot project in Soke district</td>
<td>IPUD</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

**Activity 2.2. Develop a stakeholder analysis and engagement strategy as part of a national embedding strategy**

<table>
<thead>
<tr>
<th>2.2.1 Define project objectives, approach, indicators, and timeframe</th>
<th>BCI</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.2. Recruit local consultant to develop stakeholder engagement strategy and regional jurisdictional approach for Pakistan.</td>
<td>BCI</td>
<td>X</td>
</tr>
<tr>
<td>2.2.3. Consultant carries out analysis of regional/ national context around cotton sustainability, and develops strategy for stakeholder engagement and regional jurisdictional approach</td>
<td>BCI</td>
<td>X</td>
</tr>
<tr>
<td>2.2.4 Consultant carries out an in-depth review of the existing regional embedding pilots in Pakistan (where BCI is coordinated through local agricultural extension services), and develops recommendations on how to enhance and scale this approach as a regional jurisdictional model</td>
<td>BCI</td>
<td>X</td>
</tr>
</tbody>
</table>
### Component 3. Shared learning

<table>
<thead>
<tr>
<th>3.1. Set regular calls to coordinate with other ISEAL members (grantees and other members) to share information and expertise to inform project design and implementation</th>
<th>BCI</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
</tr>
</thead>
</table>

| 3.2, Work with the ISEAL Innovations Fund to create shared learning opportunities for the ISEAL membership and other relevant stakeholders, including other schemes seeking to scale their systems’ | BCI | X | X | X | X | X | X | X | X |

### C2. Please outline your projects monitoring and evaluation approach below. Use the Results Framework found in section C3 to specify the evaluation questions linked to the project outputs and outcomes; respective data points that need to be measured and the sources of information and processes for data collection. Please note that within the first three months of project initiation, grantees are asked to revisit this, and prepare a more detailed M&E plan.

The project team will take the responsibility for continuous monitoring and use a common dashboard to track respective progress of pilot team activities towards their outcomes, based on the Results framework indicators. This also includes the timely planning and implementation of gathering monitoring data through different means, many of them already referring to records generated through project implementation as such.
The pilot tests in the 2 countries will be evaluated separately, with a complete report at the end of each one. Case studies will be written to share the lessons learnt and the successful experiences.

**C3. Please fill out the ‘Results Framework’ below, connecting the different activities with the outputs and outcomes you wish to achieve, and the indicators you will use to measure these. Note that it is not necessary to list sub-activities. Activities, outputs, outcomes and indicators are understood as follows:**

- **Activities** are the actual work to be completed through the project.
- **Outputs** are the direct results of the activities you undertake through your project. They are products, goods, or services that you (or your partners) create or deliver during the course of the project.
- **Outcomes** are the changes in the world that you intend to achieve through your outputs. These may, for example, be changes in policy, human behaviour or activity, or the state of an ecosystem.
- **Indicators** are the things that you will measure to show that you are advancing in your results framework. Indicators will be linked to most outputs and outcomes.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs</th>
<th>Output indicators / Questions</th>
<th>Sources of information</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Component 1: Strategic Study</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1.0 Recruitment of consultant to conduct baseline assessment and develop strategic report | Consultant recruited by September 2020           | ○ Clear Terms of Reference developed by August 1<sup>st</sup>  
○ A call for tender has been conducted | ○ ISEAL pool of experts  
○ BCI S&A and Implementation team networks | ○ There are strong applicants on the market with relevant knowledge and experience on VSS in the context of landscape management. |
| 1.1. Conduct desk research and baseline assessment of Better Cotton Standard System components, tools and approaches to sustainable landscape management. | Initial Strategic report with a detailed activity roadmap by February 2021 | ○ A wide internal and external consultation is organized  
○ The report includes a baseline assessment and strategic recommendations  
○ The consultant reviews relevant sections of the BCI 2030 strategy | ○ Stakeholders meetings and calls (including other VSS)  
○ Stakeholder surveys  
○ Literature review  
○ 2030 strategy committee | ○ There is good understanding and buy-in of a BCI landscape approach by all stakeholders  
○ Global consultant has a strong understanding of BCI approach towards Continuous improvement as well as BCSS generally (M&E, |
| 1.2 Conduct visits in countries to assess field level-contribution to landscape approach | Reviewed and revised project approach/ objectives, and activity plans in Pakistan and Turkey | Pilot activity plans integrate recommendations from the initial strategic study | Initial strategic study | Assured

| 1.3 Develop a final strategic report with refined recommendations based on pilot lessons learnt | Final strategic report integrating lessons learnt from the pilots in both countries that is aligned to BCI’s 2030 strategy by June 2022 | Project lead and global consultant support project country teams in conducting pilot projects | Project teams activity reports in countries | There are no restrictions on travels in year 1 | Initial strategic study | Initial strategic report is relevant for local action plans.
### Component 2. Pilot testing


<table>
<thead>
<tr>
<th>Component 2.1.1. Develop pilot approach document and workplan, including objectives, outputs and outcomes in collaboration with global consultant</th>
<th>Project approach, objectives, and detailed workplan tailored around the Buyuk Menderes Basin project in Turkey, Stakeholder Engagement Strategy</th>
<th>The project team/IPUD, WWF TK) together with the consultant and the project lead, defines a workplan. A stakeholder mapping, analysis and engagement strategy is approved.</th>
<th>WWF Turkey Buyuk Menderes Water stewardship project</th>
<th>There is a close alignment between WWF project and pilot objectives. Buyuk Menderes jurisdiction stakeholders understand and agree on the workplan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component 2.1.2. Organize engagements with local, central and international authorities of Buyuk Menderes Soke district and participate in local supply chain meetings</td>
<td>Coordination meetings, consultations, advocacy activities conducted with district authorities following the stakeholder engagement strategy.</td>
<td>Meetings are organized over the project duration targeting 35 institutions including public, private and civil society.</td>
<td>Buyuk Menderes project stakeholders</td>
<td>Stakeholders commit to project objectives and attend meetings.</td>
</tr>
<tr>
<td>Component 2.1.3. Conduct study on Ecosystem services provision in the Buyuk Menderes Basin (Delta and Bafa Lake)</td>
<td>Ecosystem services report to be completed by December 2020</td>
<td>Restoration activities for Key Biodiversity Areas is prioritized by ecosystem services analysis.</td>
<td>Büyük Menderes project stakeholders</td>
<td>Identified restoration activities for Key Biodiversity Areas (Büyük Menderes Delta and Bafa Lake Bafa) within Büyük Menderes landscape is prioritized.</td>
</tr>
<tr>
<td>Component 2.1.4. Training material</td>
<td>BCI Adapted training material</td>
<td>Following training material are developed at the end of year 2: BCI global material on water</td>
<td>WWF-Turkey’s Water Stewardship Program have internal capacity to...</td>
<td></td>
</tr>
</tbody>
</table>
### Development on Water Stewardship

**For Principle 2 (Water Stewardship)**
- Water stewardship training material
  - 3 face-to-face trainings for farmers implemented
  - 1 pilot for modern irrigation system carried out

**Stewardship**
- WWF-Turkey’s generic Water Stewardship guideline & training materials
- Similar training material from other VSS (underway or finalized)
  - e.g. Alliance for Water Stewardship
- Face-to-face trainings are feasible on Year 2 (otherwise online)

**GIS Expert Data**
- Existing WWF maps
- Soke district Water and Biodiversity authorities inventories

**GIS Data**
- GIS data are good quality and are relevant/precise enough to inform related natural resource management planning

### 2.1.5. Develop Land Use Planning and Mapping Through GIS Based Spatial Analysis

**GIS Based Maps on Water, Soil and Biodiversity from BCI Cotton Production Areas**
- Following maps are provided:
  - Water bodies GIS maps in Soke district
  - Soil GIS maps providing information on soil type and structure for Soke district
  - Biodiversity GIS maps providing information on land use and biodiversity features (on-farm and off-farm)

**GIS Expert Data**
- Existing WWF maps
- Soke district Water and Biodiversity authorities inventories

**GIS Data**
- GIS data are good quality and are relevant/precise enough to inform related natural resource management planning

### 2.1.6. Adapt PU Managers’ Capacity Building Tools and Methodologies Tailored for Farmers to Landscape Level Interventions

**New and/or Adapted Online Training Material**
- Mindflash for PU staff on landscape management in the context of cotton production

**Online Module**
- Water and Biodiversity stewardship online modules are adapted to reflect landscape approach

**Online Module**
- Online module on Water stewardship
- Online module on Biodiversity management

### 2.1.7. Conduct Capacity Building Training to Farmers

**Adapted Face-to-Face**
- 7 training are held with 150 Farmers are trained on

**Face-to-Face Training Material**
- Other VSS
| 2.1.8. Conduct field trials on regenerative agricultural practices in Soke district | Regenerative agricultural practices pilots are conducted in Söke to demonstrate impact mitigation on Key Biodiversity Areas (KBAs) | ○ 1 field trial is conducted in 3ha of land  
○ 150 Farmers in Soke district participate in field trials | ○ WWF-Turkey regenerative agriculture guideline & training material |
|---|---|---|---|
| 2.1.9. Identify national and international financial opportunities from public & private sectors | Potential new financial models and sources are identified (from local development agency level to international corporate investments) | ○ Financial opportunities are identified  
○ Sessions to develop an investment strategy are organized during stakeholder meetings  
○ Payment for Ecosystem Services schemes are discussed with public stakeholders (Carbon insetting/offsetting, water, watershed services and Biodiversity conservation) | ○ Carbon schemes (Gold Standard)  
○ WWF-International’s Bankable Water Solutions (https://wwf.panda.org/our_work/water/bankable_projects/)  
○ Existence of alternative financial opportunities  
○ Applicability of PES schemes (payment mechanism...etc) |
| 2.1.10. Test new performance and monitoring indicators applicability in the context of the pilot project in Soke district | Adapted BCI “landscape-level” indicators are integrate in the project landscape/jurisdictional M&E system and performance dashboards | ○ A set of landscape-level indicators are developed based on recommendations from global consultant | ○ Global BCI Strategic study recommendations  
○ BCI M&E team  
○ Other VSS landscape approach and related indicator (Blueprint project, RSPO jurisdictional)  
○ After considering recommendations from the initial strategic report, there is agreement that P&C needs to be amended to be “Landscape-applicable” |
### 2.2. Develop a stakeholder analysis and engagement strategy as part of a regional jurisdictional approach

#### 2.2.1 Define project objectives, approach, indicators, and timeframe

- Project objectives, approach, indicators, and timeline are developed and reviewed with input from the global landscape approach consultant
- Key roles and responsibilities of project team and consultants have been defined
- Integrate findings from global consultant initial draft findings

#### 2.2.2 Recruit local consultant to develop stakeholder engagement strategy and regional jurisdictional approach for Pakistan.

- Clear Terms of Reference developed
- Local consultant is successfully recruited
- A call for tender has been conducted and applications received by November 2020
- BCI national embedding high-level strategy document
- There are competent profiles that can undertake a comprehensive stakeholder mapping/analysis and engagement strategy

#### 2.2.3 Consultant carries out analysis of regional/national context around cotton sustainability, and develops strategy for stakeholder engagement

- Comprehensive stakeholder map is completed
- A stakeholder engagement strategy and roadmap for
- At least 2 designated consultations are carried out with internal/selected external stakeholders on the draft stakeholder map and regional embedding strategy
- National embedding strategy document
- BCI stakeholder engagement strategy
- Consultation feedback from internal and external
- Consultant received enough support from the team on defining objectives of the stakeholder mapping and analysis
- There is a good coordination between global office, Pakistan...
### and regional jurisdictional approach

**embedding through regional jurisdictional models is developed**

2.2.4 Consultant carries out an in-depth review of the existing regional embedding pilots in Pakistan (where BCI is coordinated through local agricultural extension services), and develops recommendations on how to enhance and scale this approach as a regional jurisdictional model.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Stakeholders</th>
<th>Team and the consultant while designing the national embedding strategy implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of pilot project documents including assessment reports, PU level plans, etc</td>
<td>Publicly available reports and information on local/provincial government cotton and sustainability programmes and priorities</td>
<td>Access to interviews with agricultural extension service workers from the BCI pilot approach is possible and provides honest feedback</td>
</tr>
<tr>
<td>Interviews carried out with a sample of agricultural extension service workers participating in the pilot (expected 15 interviews, 10 field staff and 5 PU Managers)</td>
<td>Interviews with PU managers and field staff</td>
<td></td>
</tr>
<tr>
<td>4-6 interviews carried out with other key stakeholders involved in the pilot and ‘traditional’ IPs to understand lessons learned and</td>
<td>Assessment reports from the pilot project</td>
<td></td>
</tr>
<tr>
<td>Comprehensive review of pilot project success is carried out, including an evaluation of the following factors:</td>
<td>Results Indicator Reporting data showing field inputs/outputs in the pilot project compared to other models</td>
<td></td>
</tr>
<tr>
<td>- Level of knowledge of agricultural extension workers on key BCI principles and local cotton sustainability issues</td>
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<td></td>
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<tr>
<td>- Level of ownership/buy-in of agricultural extension services staff</td>
<td></td>
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<tr>
<td>- Quality of implementation of pilot projects compared to traditional BCI ‘Implementing Partner’ models (e.g. RIR data, PU progress metrics on quality of training, etc)</td>
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<td></td>
</tr>
<tr>
<td>- Degree of expansion of agricultural extension services pilot projects [i.e. change in unit of licencing, new farmers engaged, etc.]</td>
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</tbody>
</table>
future opportunities
- Report developed on lessons learned from the pilot and future opportunities; which can be integrated in the overall roadmap in 2.2.2 above
- Financial sustainability of projects and Jurisdictional Entity (AED)

2.2.5. Engage relevant stakeholders to build awareness of cotton sustainability initiatives and develop a supportive policy framework
- Stakeholder engagement strategy implemented as per recommendations in consultant report (2.2.3)
- BCI participates in key government or research channels/events (as identified through the stakeholder engagement strategy) to raise awareness of cotton sustainability issues and support policy development
- Stakeholders show increased awareness of BCI programme and relevance in Pakistan
- Percentage of regional governments that incorporate sustainability requirements into cotton programmes (either BCI or complementary)
- Number of new cotton sustainability related regulations or incentives introduced
- Short survey and interviews with key stakeholders
- Analysis of local and regional policies related to cotton production in Pakistan
- Incentives for stakeholders to engage in BCI are well defined and implemented through the strategy in order to attract relevant national actors

2.2.6. Organize National Stakeholder Council (NSC)
- Terms of Reference developed
- NSC members show strong understanding of BCI
- Short survey and interviews with key stakeholders
- There is a strong facilitation of NSC to maintain stakeholders’
### Component 3. Shared learning

#### 3.1 Ensure knowledge and learning exchange throughout BCI Community of Practice

- Series of webinar and meetings/events on landscape approach are organised

  - Sessions on BCI landscape approach are organized through:
    - BCI global events (Global Cotton Conferences, Annual Implementing Partners meetings)
    - Internal communication channels (BCI Weekly News, Teams update, Brown bag lunches)

- There is a good alignment between BCI and other VSS project objectives

#### 3.2 Work with the ISEAL Innovations Fund to create shared learning opportunities for the ISEAL membership and other relevant stakeholders,

- Bilateral calls with ISEAL innovation grantees on landscape approach
- Collaboration on alignment and cross-

  - 1 Online webinar with BCI members is conducted
  - 1 online webinar with BCI global and country staff
  - 1 version of public report exchanged with ISEAL members

- ISEAL Landscape/Jurisdictional webpage and related documents
- ISEAL knowledge exchange platform
including other schemes
seeking to scale their systems’

learning methodologies
are agreed between grantees

- 2 Knowledge exchange calls and meetings are organized with other ISEAL members exploring landscape/jurisdictional approach

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Informed by the strategic assessment and pilot learnings, BCI understands clearly how the Better Cotton Standard System can be applied towards a landscape or jurisdictional approach and has a clear roadmap of actions and timelines to guide this transformation.</td>
<td>○ Series of internal meetings held to share findings of the project and determine internal roadmaps to integrate landscape approach into other relevant functions such as assurance, M&amp;E, communications, etc’, including meetings at the senior leadership team level&lt;br&gt; ○ Progress around landscape/jurisdictional approach are communicated to BCI membership through regular updates and during the BCI Global Cotton Conference</td>
</tr>
<tr>
<td>2. ATLA project is informed by relevant expertise from other ISEAL members and lessons learned from BCI experience are shared through regular channels with ISEAL members</td>
<td>○ Learning from other ISEAL member standards on system adaptation to landscape-jurisdictional approach are integrated in BCI strategic study.&lt;br&gt; ○ ISEAL innovation grantees receive feedback from BCI on their landscape/jurisdictional approach projects</td>
</tr>
<tr>
<td>3. BCI 2030 strategy and the next Better Cotton Standard Review incorporate key findings from the strategic assessment and pilot projects and take further steps towards a landscape management approach.</td>
<td>○ BCI 2030 strategy includes emphasis on landscape/jurisdictional approach and incorporates key findings from the strategic recommendations in component 1&lt;br&gt; ○ BCI’s National embedding process is revised and improved based on learnings from the strategic assessment and Pakistan national embedding pilot model</td>
</tr>
</tbody>
</table>
SECTION D. VALUE PROPOSITION

INNOVATION

D1. Please describe why you consider this project to be innovative. (section D2 of your Funding Application)

The innovation of the ATLA Project lays in its core objective: the recognition that we need to modify our standard towards landscape sustainability in order to achieve the positive change that we want for cotton farmers in the long run. This project gives BCI the potential to evolve as a standard towards a broadened and more comprehensive sustainability approach, while providing the opportunity to apply it to a sector which has both not been involved in landscape sustainability at large scale and has great potential in terms of reach and network. It is not only an innovative way forward to ensure sustainability at farm level for BCI itself, but for the cotton sector as a whole.

D2. Does this project relate to work that you or your partners are already doing with respect to landscape-level interventions? Will this be a new approach for you? (section D3 of your Funding Application)

BCI has not applied landscape approach systematically throughout its standard thus far. However, its National Embedding programme can be considered equivalent to landscape approach, requiring national ownership, funding and resources to implement the BCSS – or a 3rd party sustainable cotton production standard recognized by BCI as equivalent - in a supportive policy and regulatory context. Additionally, the work of our partner WWF Turkey in the implementation of landscape approach is still at its beginnings, but it will prove to be pivotal in the collaboration for the pilot in Turkey. As a result, this approach is not new to BCI, however it will require a systematic process to integrate it within the BCSS in a meaningful way.

RELEVANCE

D3. Explain which sectors, regions and/or countries were included in this project and why. (section D4 of your Funding Application)

BCI works strictly within the cotton sector, reaching 21 countries and focusing on Turkey and Pakistan for piloting the strategic study developed by the consultant in the first stage of the project. Turkey and the Büyük Menderes River Basin in particular have been chosen due to the excellent partnership between BCI and WWF Turkey endured thus far during the Water Stewardship project, together with the alignment of WWF Turkey’s work in the region on landscape sustainability. The textile sector is an important contributor to the socio-economic development of the Büyük Menderes basin, with textiles factories mostly located in Uşak, Denizli and Aydın. The basin holds 40% of the national leather production, mainly concentrated upstream in Uşak, while the Denizli province is a hub of textile sector in Turkey (60% of all textile exports; with a >10% p. a. growth rate) and the Aydın province - an area in which both agriculture and geothermal energy sectors are comparatively dominant - is responsible for 14% of the national cotton production. Secondly, Pakistan has been chosen as the ideal destination to conduct an explorative mission of the jurisdictional management approach implementation because it involves a different component of the BCSS: the National Embedding would be extremely beneficial to obtain a comprehensive overview of the new approach’s viability within the BCI standard. A field pilot test in Pakistan will not be feasible due to financial constraints.

REPLICABILITY AND SCALABILITY

D4. Explain how your proposed intervention represents a scalable response to the articulated challenges. (section D5 of your Funding Application)

It is intended that this project will provide the basis and test space for BCI to integrate the landscape approach into the BCSS.
and therefore into the work of BCI as a whole. A strong research, study base and a pilot in different contexts will provide viability and feasibility. Once the ATLA project comes to an end, the evaluation report and monitoring tools will provide BCI with a roadmap on how to scale into the 21 countries where BCI works, reaching over 2 Million famers.

**D5. Describe how the innovation you propose could be replicated within and outside the sector and region. (section D6 of your Funding Application)**

The ATLA project marks innovation within the cotton sector and has been structured in a way that first analyses how landscape can be integrated within the BCSS to then conduct field testing. BCI can then use both the Strategic Study, the new indicators developed and the final lessons learned from pilots to inform further interventions in a different region with the support of Country teams. Regarding replication beyond the cotton sector, liaising with other standards involved in landscape sustainability will provide insights on commonalities cross-sector and even allow for joint projects on certain jurisdictions or countries with mutual objectives. Such replication will be additionally benefitting from the sustainability improvement framework of the ISEAL funded DELTA Project of BCI, feeding lessons learned and final results into the new landscape-oriented indicators.

**D6. How does the proposed work support more durable and resilient changes to the enabling environment for improved sustainability performance? (section D7 of your Funding Application)**

With regards to the pilot, the project is expected to bring key benefits in terms of both resilience and sustainability objectives. Firstly, for cotton production to become more sustainable in the Buyuk Menderes River Basin, it is not sufficient to manage water at the cotton field or farm level only. The cumulative impacts of multiple Producers and other water users in a given catchment can result in groundwater and surface water bodies being used beyond maximum sustainable limits. Moreover, cotton is frequently produced in places where water is scarce or has high water pollution levels. It is therefore essential that Producers participate in resolving issues of unsustainable water use at catchment level through collective action, promoting sustainable cotton cultivation and helping Producers to avert or better manage water-related risks. Secondly, benefits of the project for public authorities will include the involvement of the BCI Implementing Partners into decision making processes in a way that is designed to ultimately strengthen self-regulation, applicability of policy decisions, and support from nonstate actors to deliver on shared goals such as long term water planning and the SDGs. For financial institutions, the benefits are new, attractive and investment opportunities have reduced risk that deliver quick return on investment whilst having quantifiable sustainability co-benefits. Besides, BCI Implementing Partner (WWF) provides sites with the technical and financial support needed to address water risks and to mitigate impacts at facility level, helping decrease the cost of production (through water and energy efficiency and chemical optimisation). Producer sites are also included in multi-stakeholder platforms to address basin governance challenges, which gives them a voice in the process and helps address shared water risks to business, ecosystems and communities in the region. The same approach applies in Pakistan where the multi-stakeholder engagement process on a broader scale will aim to address environmental and social hotspots through the BCI regional embedding process. In order to catalyse change at both the Farm and Market levels, BCI will push national and regional governments and other institutions in Punjab state to contribute to the widespread adoption and mainstreaming of Better Cotton Principles and practices. The objective of BCI is to accelerate progress towards achieving its vision of sustainable transformation at scale. There is also an expected cross learning between this project and the Delta project on improving sustainability performance.
SECTION E. BUDGET

E1. Fill out the cells pertaining to the ‘ORIGINAL BUDGET’ in the Excel budget template, indicating which costs will be covered by the grant and which by the matched funding. Please note that the budget must be done in Swiss Francs (CHF). Please leave the cells for contract number, budget period, and midpoint date blank for now.

SECTION F. ROLES AND RESPONSIBILITIES

F1. Please detail the roles and responsibilities of each partner organisation.

BCI:
As the Project Lead, BCI provides project administration and oversight on the implementation of the project in Pakistan and Turkey. BCI directly manages the activities in Pakistan and the work of the Global and the Local Consultants, notably by implementing the M&E plan under both pilots.

BCI communicates internally and externally on the project progress and outcomes and ensure knowledge exchange and collaboration with ISEAL members around project implementation.

WWF Turkey:
The Project Partner, WWF Turkey directly manage activities conducted as part of the Pilot in Turkey – including the Consultant - with BCI’s supervision and IPUD’s collaboration.

WWF Turkey develops and communicates activity report for the project.

IPUD:
IPUD works in close collaboration with WWF Turkey as national strategic partners in the implementation of the project activities.

IPUD monitors implementation of WWF activities (as Implementing Partner) and contributes to project pilot monitoring and evaluation.

F2. List all the staff members at the lead and partner organisations that will be involved in the project. If their time will be covered by the project budget, please include them under ‘staff costs’ (B12) in the Excel budget template attached and indicate the corresponding day rates. Industry standard staff rates are provided in the Excel for reference. Please add rows as needed.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Name</th>
<th>Position title</th>
<th>Roles</th>
<th>Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCI</td>
<td>Gregory Jean</td>
<td>Standards and Learning Manager</td>
<td>Project Lead</td>
<td>Project management, Better Cotton Standard System</td>
</tr>
<tr>
<td>Organization</td>
<td>Name</td>
<td>Position</td>
<td>Role</td>
<td>Responsibilities</td>
</tr>
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<td>---------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>BCI</td>
<td>Damien Sanfilippo</td>
<td>Director of Standards and Assurance</td>
<td>Project Oversight</td>
<td>BCI strategy representant, project oversight and management</td>
</tr>
<tr>
<td>BCI</td>
<td>Yasmin Zanini</td>
<td>Grants Officer</td>
<td>Grant Coordination</td>
<td>Grant management and compliance, project support, donor care</td>
</tr>
<tr>
<td>BCI</td>
<td>Carla Jauregui</td>
<td>Head of Development</td>
<td>Grant Oversight</td>
<td>Grant management, fundraising strategy, project support, donor care</td>
</tr>
<tr>
<td>BCI</td>
<td>Eliane Augareils</td>
<td>Monitoring &amp; Evaluation Manager</td>
<td>M&amp;E Manager</td>
<td>M&amp;E expert, Experience with smallholder farmers, sustainable agriculture supply chain, impact finance</td>
</tr>
<tr>
<td>BCI</td>
<td>Shafiq Ahmad</td>
<td>Pakistan &amp; Central Asia Director</td>
<td>Pilot Coordinator in Pakistan</td>
<td>Project management at field level, coordinating activities, national embedding coordinator</td>
</tr>
<tr>
<td>BCI</td>
<td>Lillian Manning</td>
<td>Accounting Senior Coordinator</td>
<td>Project Accountant</td>
<td>Financial management, accounting</td>
</tr>
<tr>
<td>BCI</td>
<td>Shannon Avison</td>
<td>Data Analyst Coordinator</td>
<td>Data collection and analysis</td>
<td>Data analysis and management expert, data collection, databases, data processing, results feedback for learning</td>
</tr>
<tr>
<td>BCI</td>
<td>Cristina Martin Cuadrado</td>
<td>Programme Manager</td>
<td>National embedding oversight</td>
<td>National embedding specialist, project management</td>
</tr>
<tr>
<td>WWF Turkey</td>
<td>Gökçe Okulu</td>
<td>Conservation Supervisor – IP Manager</td>
<td>Managing BCI project in the basin, facilitating field trials (component 2)</td>
<td>Expert on BCI Implementation Project Management / Sustainable Agriculture Specialist / Landscape Architect</td>
</tr>
</tbody>
</table>
### SECTION G. COLLABORATION AND COORDINATION PLAN

| WWF Turkey | Arzu Balkuv | Food Program Manager | Supervising the overall implementation and maintain stakeholder dialogue (component 2.1.3 and 2.1.4) | Sustainable Agriculture Specialist / Permaculture Designer/ Agronomy Technician (16 years of work experience at WWF-Turkey) |
| WWF Turkey | Eren Atak | Fresh Water Program Manager | Supervising the overall implementation and maintain stakeholder dialogue. (component 2.1.3 and 2.1.4) | Water Resource Management Planning / Stakeholder Engagement |
| WWF Turkey | Eylül Dizdaroglu | Conservation Officer | Leading the ecosystem restoration planning in Key Biodiversity Areas (component 2.1.3) | Expert on wetlands / Protected Areas / Biologist / Ornithologist |
| WWF Turkey | Simge Abay | Corporate Partnerships and Fundraising Manager | Managing corporate relationships with brands to take (2.1.11) | Expert on Corporate Affairs, Corporate Communications, Sustainability Communications and Corporate Social Responsibility (15 years of experience in Major Multi-National Corporations in Turkey) |
| WWF Turkey | Derya Yıldırım Özata | Conservation Officer | Coordinating and implementing the activities related to Cotton Water Stewardship frame (component 2.1.4) | Ecosystem Based Management / Stakeholder Engagement / Biologist (Marine Biology-Marine Protected Areas) |
| IPUD | Gulsah Cevik | Training & Capacity Building Specialist | Coordinating system adaptation with Implementing Partners | Expert on BCSS implementation & agricultural engineer. |

**G1. How does this work build on past or current initiatives or projects, including those led by the ISEAL Alliance or supported by**
BCI will set bilateral and collective collaboration with other ISEAL members and ISEAL innovation Fund grantees.

- **With ISEAL innovation Fund grantees:**
  
  There is a strong potential for alignment and cross-learning opportunities between ATLA project and other ISEAL innovation grantees:
  
  - Gold Standard project that aims at developing a shared value approach to corporate climate impact at landscape level will provide valuable input to the Ecosystem Services study and related Payment for Ecosystem Services exploration; BCI is likely to be engaged in the Gold Standard project already through our M&E team.
  
  - AWS project on Improvement of sustainability practices and performance at the landscape level through water stewardship will certainly be highly valuable for the pilot in Turkey that aims at developing a water stewardship approach for the whole Buyuk Menderes project – we expect to collaborate closely especially around designing project objectives and landscape level indicators.
  
  - Rainforest Alliance project on hybrid community-based monitoring system at landscape level is very relevant for BCI’s approach, as it combines GIS technology and traditional community resource mapping to capture, visualise and verify data, a similar objective to ATLA.
  
  - Textile Exchange will test the feasibility of 'Impact Incentives' and 'Impact Partnership Incentives' as innovative market-driven working models to improve sustainability performance at landscape-level. BCI will also learn from this innovative approach while designing its own.

- **With other ISEAL members:**
  
  - Bonsucro has recently undertaken the path towards landscape sustainability. Bonsucro has started by recognising the need for a multi-sector response in the sugar cane sector, relying on local leaders and encouraging continuous improvement in line with BCI’s values and practices.
  
  - RSPO is testing the jurisdictional approach within certification lines as part of a project which has much in common with the objectives of ATLA’s approach to regional jurisdictional management in Pakistan. The ATLA Project will benefit from mutual learning possibilities with both initiatives by sharing lessons learned and final results.
  
  - The Blueprint for a Sustainable Landscape Project lead by the Sustainable Agriculture Network (SAN) also offers good collaboration prospects in terms of sharing experiences and possibly testing the set of tools and landscape-level indicators they are developing.

- **With other stakeholders:**
  
  BCI recognizes the added value of collaboration among aligned standards and will take every opportunity to share learnings from the field and consult colleagues across different sectors on landscape approach integration.

That is why BCI highly values the partnership with WWF Turkey (with whom we work since 2018), who has been targeting the cotton/textile sectors to advance landscape sustainability as part of its 2020-2025 strategy in the Büyük Menderes Basin region: this collaboration represents the ideal basis for a fruitful cooperation during the pilot and a great occasion for
HCV Network (ISEAL subscriber) has produced a new methodology to bring consistency to the growing use of the HCV approach at larger scales by Voluntary Standard Systems. HCVN, who is a close BCI partner on biodiversity management notably in Turkey and West Africa, will also be involved in the ATLA project.

**G2. How will the project collaborate or partner with the initiatives and organisations listed above?**

There are some components of the ATLA project where bilateral collaboration is expected to happen with the partners listed above:

- On jurisdictional approach and system component adaptation, BCI will consult RSPO on the scope and applicability of their jurisdictional approach and seek for advice on similarities and how to align with the BCI national embedding process.
- On landscape-level data collection and verification through GIS technology, BCI will seek for advice from Rainforest alliance.
- On stakeholder mapping, analysis and engagement strategy, the WWF project offers the conditions for an interesting engagement platform with several key stakeholders from the textile sector within a common jurisdiction (Buyuk-Menderes project). In that sense, it will be interesting to compare with projects conducted in a similar set up like RSPO landscape approach in Indonesia.
- On performance indicators adaptation to landscape-level, SAN has already started to explore their development at micro-level (municipalities) and it will be interesting to learn from the adaptation process.

**G3. Does this project lend itself to work closely with other ISEAL members during implementation (e.g. as part of a working group) or is the learning best shared at the end of the project? (section D9 of your Funding Application)**

As mentioned under point D1, multiple ISEAL members are involved in landscape sustainability and BCI believes that mutual exchange will benefit not only the ATLA Project itself, but also future joint efforts in specific regions and cross-sector projects with common goals.

It would be interesting to organize a webinar at the beginning of the grant period between all grantees to identify potential synergy points. This will be suggested to the grant committee by BCI project team.

Regular exchange with ISEAL members listed under section G1 and G2 will be organized notably at the end year 1 and 2 of the project to feed into each other’s work and exchange on lessons learnt throughout the project.

The public strategic report will be shared with ISEAL and a final webinar on lessons learnt and next steps will be organized for all members.

**G4. In what ways will the learning and products be shared with ISEAL members and subscribers?**

Learning from the ATLA project will be shared with ISEAL community through various channels:

- Webinars: Thematic webinar, ISEAL thematic Community of Practice virtual workshop, BCI brown bag lunch
- Newsletters: ISEAL newsletter, BCI members newsletters
- Events: ISEAL Member’s week, Sustainability Standard Symposium, BCI Global cotton Conference, IP symposium
SECTIION H. COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

H1. What is the main target group of beneficiaries, how will they be engaged during this project, and how will this innovation benefit them? (E.g. efficiency gains in time and/or cost).

| The ATLA Project will have a wide impact in the area where the pilot will take place, as a result all farmer communities across the Büyük Menderes Basin will have either direct or indirect benefits from the implementation of landscape approach. The direct beneficiaries and implementers are going to be IPs, PU Managers and Field Facilitators, receiving training and representing a fundamental role in the chain of activities as part of the pilot in Turkey. Beyond farmers communities, local / regional /national authorities in Turkey and Pakistan will be involved and consequently benefit from the BCI ATLA Project to broaden the scope of action and apply landscape-oriented measures at policy level. |

| In Turkey, Söke Farmers, Söke Agricultural Chamber, Söke Farmer’s Cooperatives (Capacity building on innovational and sustainable farming techniques), Söke Irrigation Union, Söke District Agricultural Directorate will benefit from collaborative support on Ecosystem services study and trials of new techniques on sustainable farming. Likewise, Textile Brands will be able to reach sustainable/regenerative Better Cotton. |

| In Pakistan, farmers will be the main beneficiaries of the project, as Farmer representatives and farmer organizations will be part of the National Stakeholders Council. They will be trained on cotton production technology and sustainable farming practices through a holistic management approach. Additionally, the Textile Sector in general will be a direct beneficiary of the National embedding process as well, securing the business sector in meeting global business demands and increasing the value of cotton produced in Pakistan. The Government of Pakistan will also benefit from a positive impact by ultimately owning the Better Cotton Standard System, further contributing to the fulfillment of the Sustainable Development Goals. All stakeholders will benefit from taking part in an innovative initiative, supporting sustainable cotton production in Pakistan and leading the way forward. Regarding stakeholders’ engagement more broadly, the entities listed below will be engaged through direct communication, participation to BCI external meetings (e.g. regional membership meeting) and more formally through participation in the National Stakeholder Council (annual meeting and quarter follow-ups). Further engagements will come as a result of the Consultant’s work, taking into account the Sharing Learnings component and stakeholders’ support for improvement. |

| Stakeholders list for Pilot in Pakistan are : 1) Agriculture Extension Department (AED) in Punjab, which is a public sector organisation responsible for farmers training and dissemination of latest agriculture technology message to farming community, working as strategic partner with BCI in Pakistan. 2) The Ministry of Agriculture, Punjab and 3) the Ministry of National Food Security and 4) Pakistan Central Cotton Committee are key stakeholders and play a vital role in the development of Agriculture (including) Cotton strategy and Production Technology. 5) The Textile Industry Division, 6) the Ministry of Textile and Industry and 7) the Government of Pakistan are the owners of the Pakistan Textile Policy. 8) All Pakistan Textile |
Mills Association (APTMA) is the biggest platform and representative body of Pakistan textile sector and has been partnering with BCI since the beginning through lobbying activities.

If we take into account that this project aims at building the foundations for a deeper change within a large standard like BCI, the circle of beneficiaries of this innovative approach could go as far as reaching all countries where BCI is active on the long-term prospect.

**H2. Please provide a high-level overview of your planned communications activities below. Include the type of communication, the objective of this communication, your target audience and the channel you will use to communicate through. Please include all organisations and initiatives identified in section G. Grantees will be required to develop a more detailed communications plan in the first 3 months of project implementation.**

<table>
<thead>
<tr>
<th>Type of Communication</th>
<th>Objective</th>
<th>Audience</th>
</tr>
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<tbody>
<tr>
<td><strong>GLOBAL</strong></td>
<td></td>
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</tr>
<tr>
<td>Project presentations</td>
<td>Advocacy and consultations activities to inform and engage, providing information on the project</td>
<td>BCI internal staff, Government bodies, BCI members</td>
</tr>
<tr>
<td>webinars</td>
<td>Inform of project objectives, what it means for BCI within the 2030 strategy. Show progress, consult on different approaches, gather inputs and feedback, exchange experiences, discuss possible engagement.</td>
<td>BCI members, BCI internally, Other ISEAL members aligned</td>
</tr>
<tr>
<td>website</td>
<td>Share information with all interested parties, store information, be accessible for all interested parties, publish news on progress. Share ATLA objectives and get buy-in nationally (Pakistan) BCI press releases BCI global quarterly newsletters</td>
<td>Public, Local / Regional / National authorities</td>
</tr>
</tbody>
</table>

| **TURKEY**            |           |          |
| 1-1 meetings          | Inform and engage stakeholders | Local public authorities, Farmers Associations, Farmers |
| Video trainings / Live streams on social | Build capacity on technical knowledge of sustainable cotton farming | BCI farmers |
### media techniques

| Farmer’s day gatherings around field trials | Bring awareness into innovational techniques (such as cover crop, no till, soil food web biocompost, biofertilizer usage) | BCI farmers, Farmers Associations |
| Leaflets, 2 pagers, infographics | Share the highlights from project implementation and communicate the benefits of regenerative agricultural practices | Local public authorities, farmers associations, farmers, private sector (including possible financial investors) |
| Bulletin (WWF-Turkey Water Stewardship in Textile Bulletin (Turkish-English)) | Share the progress and highlight of the outputs | National & International partners |
| Interviews with National Farmers TV Channel (Çiftçi TV) | Become visible at national level | Farmers TV audiences |
| Newspapers and magazines in the sector | To share the project outputs with the public | Local public authorities, farmers, private sector, civil society |
| IPUD website and social media accounts (twitter, linked-in, Facebook, YouTube) | to share the progress and highlight of the outputs | Local public authorities, farmers, private sector, civil society |
| IPUD newsletter | To shared project outputs with IPUD members and partners | IPUD members and partners |

### PAKISTAN

| Annual meeting | Sharing BCI updates and plans. Getting guidance and support on Pakistan level operation and national embedding. | National Stakeholders Council |
| Face to Face, Email and Telephone | Providing guidance to Implementation of BCSS Engagement Lobbying for inculpating BCSS as of Cotton Production Technology | Agriculture Extension Department |
| Face to Face meeting | Engagement | Government officials, Ministry of Food Security and |
| Lobbying for inculpating BCSS as of Cotton Production Technology | Ministry of Textile and Industry |
SECTION I. RISK MANAGEMENT PLAN

## List those internal and external factors most likely to hinder the success of this project. Explain how you will seek to monitor and manage these risks.

A number of potential risks along with mitigation measures have been identified. These mitigation measures are already part of the project approach. However, these will be closely monitored throughout the project’s lifespan. During the project implementation, those risks will be (re-)assessed, and additional risks might be identified.

### External factors:

- General instability or the current covid19 may cause restricted travel and limit the capacity of project team members. Further disruptions in stakeholder engagement activities might be caused by social distancing. Staff turnover in organizations and government department is also a risk.  
  Mitigation measures: This risk can be mitigated by strengthening ties between BCI country managers, partners and the consultant, looking for alternatives to travelling in person and improve communication channels. Government directives in countries of interest will be followed and project lead in close collaboration with country teams will strive to adapt to changing circumstances. Virtual engagement meetings can be explored if needed. The project team will continue to communicate regularly and to engage new people in the project by providing all necessary information needed to help them contribute effectively to the project.

- Economic pressures (post COVID) in Pakistan shifts government focus from sustainability towards economic recovery  
  Mitigation measures: ensure thorough analysis of policy landscape through local consultant work, focus on regions with the most amendable policy frameworks as high priority

### Internal factors:

- Lack of understanding of landscape/jurisdictional approach among BCI Senior-level management/decision-making bodies and global Community of Practice  
  Mitigation measures: Introduce Landscape approach and keep awareness high on project objectives among BCI Executive Group members and global BCI staff; Present ATAL during global events to members and Implementing Partners.

- Risk of scope creep in consultant work (component 1) – broad focus on overall BCI standard system might make detailed recommendations challenging  
  Mitigation measures: Close engagement from BCI team, prioritise focus on key elements of BCSS as first priority, manage project scope proactively with regular meetings and review

- Lack of alignment on project objectives between project teams and identified partners/stakeholders in countries.  
  Mitigation measures: Engage external stakeholder at project design stage, notably in countries; make sure to involve key influencers through strong communication channels.
• Lack of internal resources from staff or external expertise
  Mitigation measures: Closely monitor staff time and workplans; reallocate tasks accordingly in collaboration with staff and partners and break-down tasks into manageable parts.

• Lack of thorough sector representation within stakeholder groups
  Mitigation measures: Develop a flexible approach, which allows stakeholders to engage via different channels, i.e. email newsletters, face to face meetings, industry events, etc.

• Limited room for alignment between landscape approach explored by ISEAL members
  Mitigation measures: Maintain regular exchange and communication between ISEAL innovation Fund grantees and timely communicate throughout the duration of the project in ISEAL exchange platforms.

SECTION J. SUSTAINABILITY STRATEGY

J1. Describe the sustainability strategy for the project outputs to promote more resilient and durable change. Be as specific as possible and signal key milestone dates.

BCI is committed to ensuring that the investments made during the ATLA project will carry on beyond the timeframe of the project itself and will form a foundation for BCI’s future shift towards a more landscape-based approach in our standard system.

1. The strategic recommendations developed in component 1 of the project will be incorporated into BCI’s 2030 strategy, which is currently under development and will be finalized in 2021.

2. Recommendations and roadmap for a shift towards landscape management approach will feed into BCI’s next review of the Better Cotton Standard, which is targeted to begin in 2021/22. This will ensure that already in the next version of the Standard, there is the opportunity to adapt specific principles or Indicators to reach beyond the Producer Unit and employ the landscape model.

3. Outcomes from the Buyuk Menderes River Basin pilot in Turkey will be incorporated into the 2022 capacity building strategy for Turkey and findings will be shared with other IPs operating in Turkey in 2022, with the aim of expanding the pilot approach to cover larger regions of Turkey by 2024.

4. The pilot project in Pakistan will produce outcomes that are incorporated into BCI’s national embedding strategy (currently applied across more than 5 direct BCI countries of operation) and will inform the Pakistan annual operating plans, with the ambition to establish regional agricultural extension services as jurisdictional managers of the Better Cotton Standard System. This mid/longer-term goal would essentially ‘embed’ the BCI programme into regional government and shift the responsibility for implementation and verification from BCI and partners to existing government functions.

5. The National Stakeholder Councils established in Pakistan through the pilots will continue to be funded beyond the pilot
timeframe through BCI’s operating budgets and will continue as a core part of the Pakistan implementation model. The Council’s longer-term remit will provide technical advice (e.g. feeding into regional sustainability priorities and hotspot mapping) as well as supporting the integration of BCI into regional government frameworks.