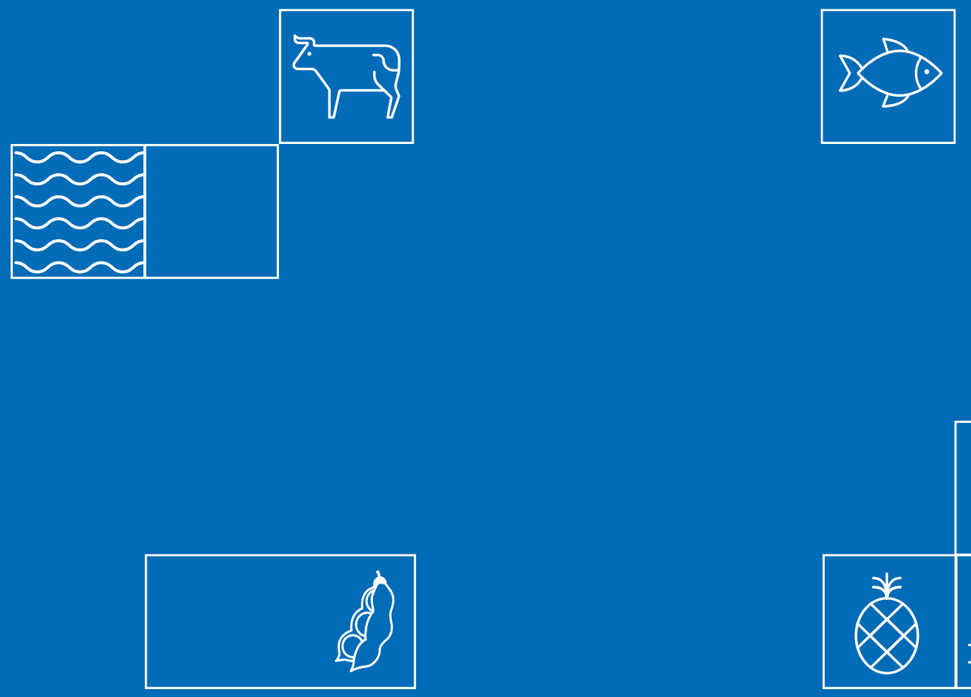
PALM OIL PINEAPPLES AND PARTNERSHIPS

Impact and Lessons from a Decade of Transforming Agricultural Commodities

Powered by UNDP's Green Commodities Programme

Impact and Lessons from a Decade of Transforming Agricultural Commodities



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ABOUT THIS REPORT

This report offers a concise overview of what has been learned and achieved in ten years of transforming commodities by UNDP's Green Commodities Programme. As the world seeks to build forward better from the COVID-19 pandemic, demand for highly-traded commodities is expected to soar and the need for sustainable commodity supply chains is greater than ever.

Economic imperatives will combine with pressure of demand to make the Green Commodities Programme's mission – to transform the economic, social, and environmental performance of agricultural commodity sectors, improving the lives of farmers and their communities while protecting high conservation value forest and important vulnerable ecosystems – more urgent and more vital to the health of our planet.

Photo: © Mades

FOREWORD

by Haoliang Xu
Assistant Secretary-General, Assistant Administrator and Director of the Bureau for Policy and Programme Support (BBPS)

Photo: © UNDP

In the past ten years GCP has developed a suite of processes and techniques which bring the whole system together to decide on a way forward.

Ten years ago, our understanding of sustainable agricultural commodity production was starkly different than that of today.

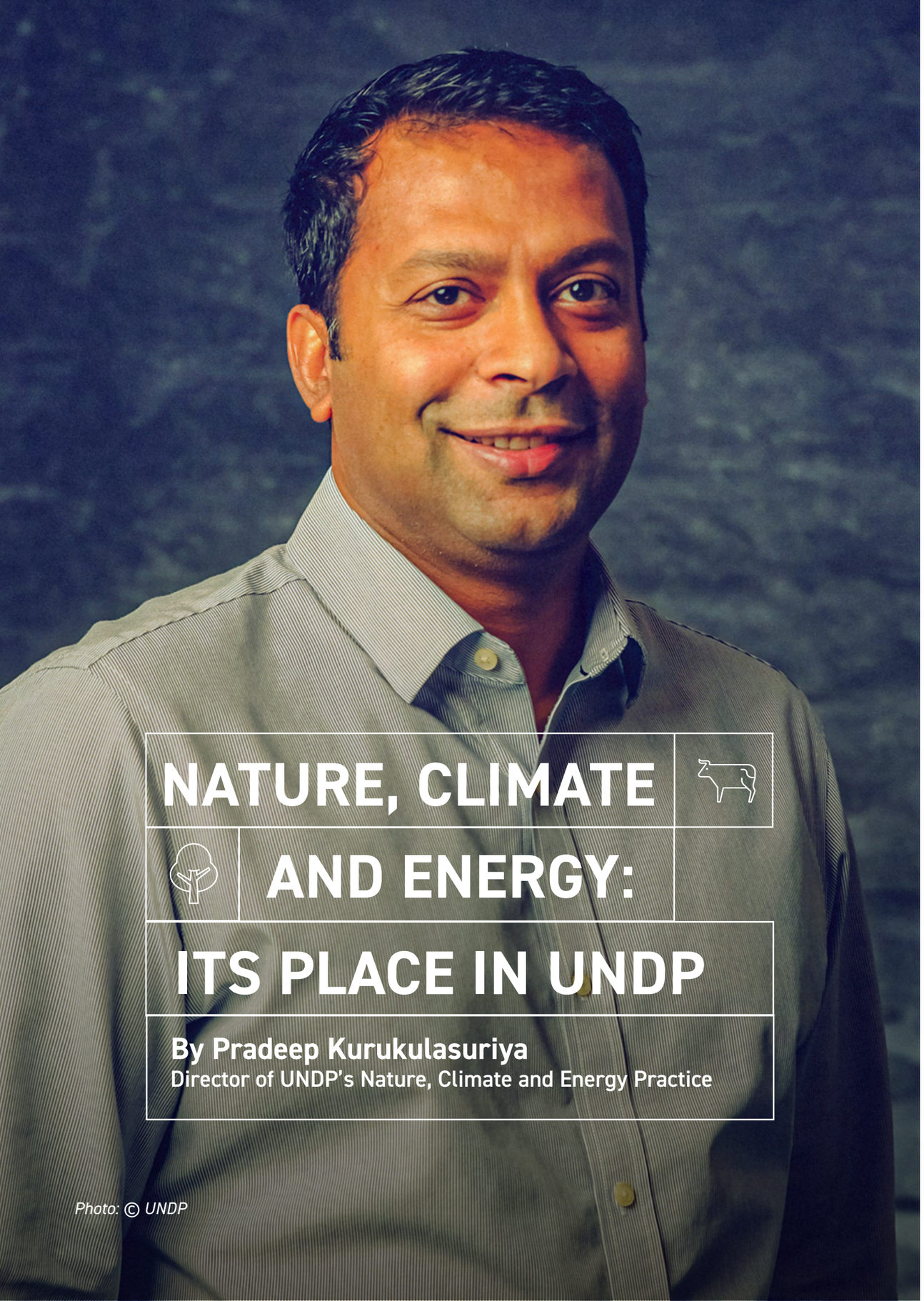
The warning signals of environmental stress and depletion were multiplying, and there was a growing understanding of the need to move from individual, piecemeal efforts to a whole systems approach to agricultural viability. Further, it was becoming increasingly clear that the world needed to understand the biggest levers of climate change in order to mitigate, if not reverse, its effects. It was at this point that a small team at UNDP started to join up the dots between the effects of agricultural commodity production – the main driver of deforestation – and climate change. They believed that changing the way that palm oil, soy, beef, and other commodities are produced could bring major benefits to the environment. But because these commodities are central to the economy of the countries that grow them, it was essential to improve the income from them, especially for smallholder farmers, if their economies were to continue to grow.

This was the start of the UNDP Green Commodities Programme (GCP), with its twin objectives of improving the lives of commodity producers and their communities, while protecting important vulnerable ecosystems. In the past 10 years GCP has developed a suite of processes and techniques which bring the whole system together to decide on a way forward. Alongside this overall philosophy of breaking down silos, innovative tools have been produced to tackle the specific challenges of transforming commodity systems. The skills of multi-stakeholder collaboration for systemic change are increasingly vital as the problems we face become more difficult. As UNDP Administrator Achim Steiner said in a 2021 TED Talk, "Systems don't change systems, people do", and the GCP is at the centre of transforming people and systems simultaneously.

Supporting national governments and transforming enabling environments is at the heart of GCP's impact. Examples include the Indonesian government bringing 14 Ministries into alignment around the Sustainable Palm Oil Initiative, Liberian stakeholders achieving a customised National Interpretation of the Roundtable on Sustainable Palm Oil standard for their local context, and the impact of our work in coffee in Peru leading the government to request UNDP's help in cocoa and palm oil as well.

The global COVID-19 pandemic has given us a preview of what the impacts of catastrophic climate change might look like. The origins of this coronavirus are in forest loss and economic pressures, which will only be increased by ill-considered attempts to recover from its effects. We must reshape food systems and do more to make food production and consumption aligned to sustainable development. With this in mind, UNDP has for the first time consolidated its Food and Agricultural Commodity Systems (FACS) support and vision into one strategy and is bringing an integrated approach to the issues. The FACS Practice builds on 10 years of GCP expertise, and covers a portfolio of $1.2B of technical assistance in more than 100 countries and close to 400 landscapes.

If we are to achieve the SDGs and build a better future after COVID-19 we must work together. UNDP's expertise in food and agricultural commodity systems will be central in bringing systemic collaboration to the position it deserves at the heart of our global solution.



NATURE, CLIMATE AND ENERGY: ITS PLACE IN UNDP

By Pradeep Kurukulasuriya
Director of UNDP's Nature, Climate and Energy Practice

Photo: © UNDP

UNDP's Green Commodities Programme (GCP) is a flagship within UNDP's range of approaches to Nature, Climate and Energy. As our Administrator Achim Steiner said,

"Our economies, our societies, our communities have to rediscover how to live with nature. And how they do that in the coming years will in large part determine whether the magnitude of pandemics, natural disasters, crises become more and more intense, or whether we can reestablish a degree of coexistence with nature that actually stabilizes our communities, our societies, our economies, and therefore becomes a way of thinking about the future of development with different parameters."

The combination of COVID-19 and the dual nature and climate crises dramatically multiplies the risks to vulnerable communities. Environmental degradation and climate change could make these outbreaks more frequent. UNDP's interventions are geared towards helping governments to find solutions so that the recovery can be environmentally sustainable, climate-sensitive, energy efficient, and long lasting. This will allow for more strengthened livelihoods, resilient rural-urban planning, climate-friendly technologies, and environmental sustainability.

Biodiversity friendly, low carbon, green growth is possible. UNDP will help to ensure that economic and social post-COVID recovery efforts will embed measures to accelerate nature and climate actions. We will help countries and communities to "build back better" by investing in systemic changes needed to accelerate SDG progress. Integrated inclusive green economy approaches can yield a significant amount of sustainable jobs and enterprises, while also ensuring that our growth stays within planetary boundaries. UNDP will also ensure climate-resilient, environmentally sustainable health care systems including medical waste management and water and sanitation.

GCP's work over the last ten years has laid the foundations for these approaches and developed a wide portfolio of tools and interventions. Now is the time to use that experience to scale up our impact.

Integrated inclusive green economy approaches can yield a significant amount of sustainable jobs and enterprises, while also ensuring that our growth stays within planetary boundaries.

AT A GLANCE

Photo: © Conservation International

OUR MISSION

We help address the sustainability challenges of highly-traded commodities. We support governments to take the lead in creating national environments where sustainable commodity sectors can grow. This means facilitating neutral spaces where stakeholders can collaborate on a shared vision and agenda for action. It means building public-private partnerships. And, it means sharing what we learn through a growing community of practitioners.

The UNDP Green Commodities Programme acts as a catalyst of mid to long-term national, structural and systemic commodity sector changes in support of sustainable agriculture.

To achieve this, we:

Strengthen stakeholder collaboration towards a shared vision and collective action.

Seek to change mindsets, behaviours, regulations and practices, improving the enabling environment that will allow sustainable production.

Work systematically, mindful of the political and economic context.

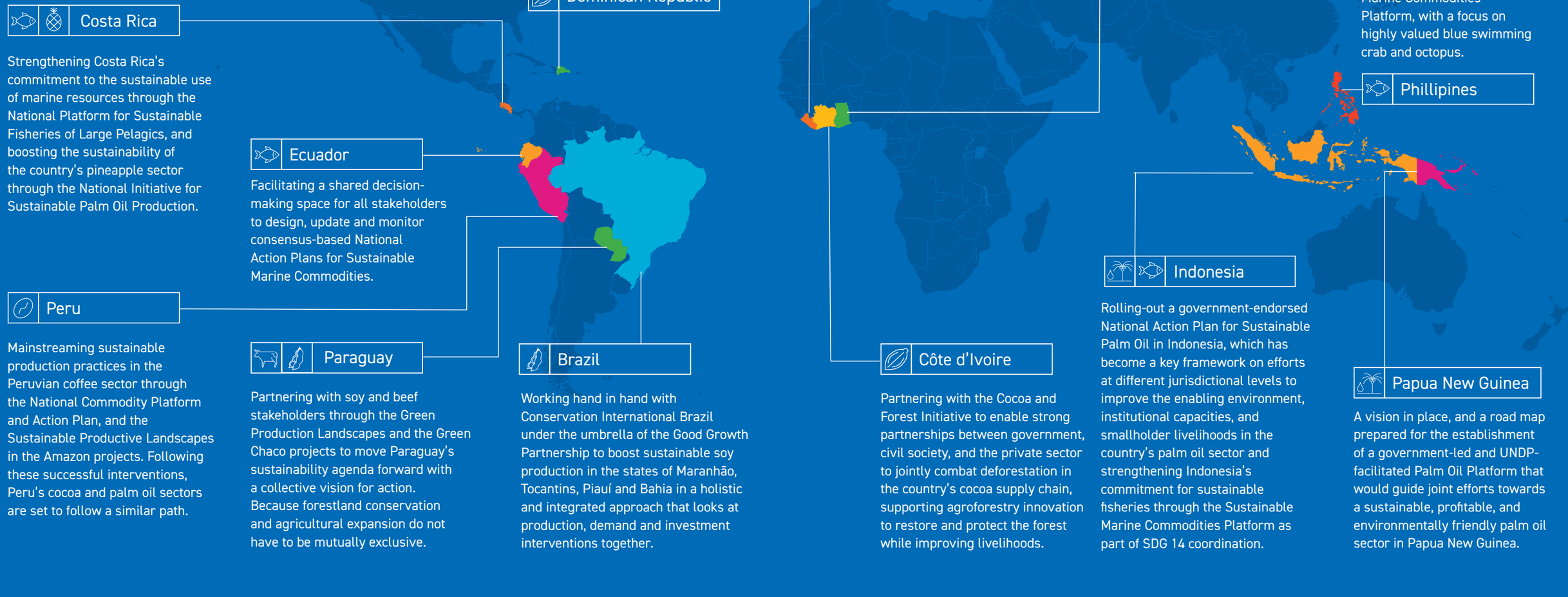
Promote gender balance.

Promote transparency, accountability and good governance as drivers of success.

Photo: © UNDP

PORTFOLIO MAP

Where we work
This portfolio map shows the 13 countries we worked in over the past decade. It includes 8 agricultural commodities; cacao, palm oil, pineapple, coffee, cashmere, beef, soy as well as fisheries.



Costa Rica

Strengthening Costa Rica's commitment to the sustainable use of marine resources through the National Platform for Sustainable Fisheries of Large Pelagics, and boosting the sustainability of the country's pineapple sector through the National Initiative for Sustainable Palm Oil Production.

Peru

Mainstreaming sustainable production practices in the Peruvian coffee sector through the National Commodity Platform and Action Plan, and the Sustainable Productive Landscapes in the Amazon projects. Following these successful interventions, Peru's cocoa and palm oil sectors are set to follow a similar path.

Dominican Republic

Boosting cocoa farming profitability and strengthening the sector's multi stakeholder collaboration through the collective development of a National Action Plan for Sustainable Cocoa, running until 2027.

Ecuador

Facilitating a shared decision-making space for all stakeholders to design, update and monitor consensus-based National Action Plans for Sustainable Marine Commodities.

Paraguay

Partnering with soy and beef stakeholders through the Green Production Landscapes and the Green Chaco projects to move Paraguay's sustainability agenda forward with a collective vision for action. Because forestland conservation and agricultural expansion do not have to be mutually exclusive.

Brazil

Working hand in hand with Conservation International Brazil under the umbrella of the Good Growth Partnership to boost sustainable soy production in the states of Maranhão, Tocantins, Piauí and Bahia in a holistic and integrated approach that looks at production, demand and investment interventions together.

Liberia

The National Oil Palm Platform in Liberia and the National Oil Palm Strategy and Action Plan are proving to be a win-win solution between civil society and private sector for the successful protection of the country's intact forests and High Conversation Value areas.

Côte d'Ivoire

Partnering with the Cocoa and Forest Initiative to enable strong partnerships between government, civil society, and the private sector to jointly combat deforestation in the country's cocoa supply chain, supporting agroforestry innovation to restore and protect the forest while improving livelihoods.

Ghana

Strengthening the ability of cocoa farmers in the country to adopt environmentally sustainable production practices, including the re-introduction of shade-grown cocoa, through our partnership with Mondelēz International's Cocoa Life programme and our work with the Ghana's Cocoa Board.

Mongolia

The most recent example of UNDP's Multi-Stakeholder Collaboration for Systemic Change is Mongolia's Sustainable Cashmere Platform, a joint effort between UNDP, the government and private sector to coordinate action and investments to make the country the leader producer of sustainable cashmere.

Phillipines

Supporting the sustainability of the country's fishing industry with the Sustainable Marine Commodities Platform, with a focus on highly valued blue swimming crab and octopus.

Indonesia

Rolling-out a government-endorsed National Action Plan for Sustainable Palm Oil in Indonesia, which has become a key framework on efforts at different jurisdictional levels to improve the enabling environment, institutional capacities, and smallholder livelihoods in the country's palm oil sector and strengthening Indonesia's commitment for sustainable fisheries through the Sustainable Marine Commodities Platform as part of SDG 14 coordination.

Papua New Guinea

A vision in place, and a road map prepared for the establishment of a government-led and UNDP-facilitated Palm Oil Platform that would guide joint efforts towards a sustainable, profitable, and environmentally friendly palm oil sector in Papua New Guinea.

PROGRESS IN NUMBERS

BY THE END OF 2020

COMMODITY PLATFORMS AND ACTION PLANS

16
National Commodity Platforms supported of which 13 are still active

15
Subnational commodity & dialogue platforms supported

10
National Action Plans finalised of which 4 are legalised

8
Subnational action plans finalised of which 4 are legalised

POLICY REFORM

16
Policies adopted regarding commodity production

4
Policies adopted and/ or legalised regarding forest or ocean conservation

STAKEHOLDER ENGAGEMENT

36
Financial institutions engaged

140
Companies engaged

26
NGOs and CSOs engaged

559
Organizations connected throught multi-stakeholder dialogue

LANDSCAPE MANAGEMENT

355,000
Hectares of HCV/HCS areas and HCV forest areas in commodity-producing landscapes protected through zoning, or similar legal protections or under sustainable land management

22
Landscapes or seascapes involved in our projects

10 YEARS OF IMPACT AND 10 YEARS MORE TO RISE TO THE CHALLENGE

by Andrew Bovarnick
Global Head, Food and Agricultural Commodity Systems

Photo: © María Paz Gonzales, PNUD Perú

We in GCP now bring this approach to 13 countries and 8 commodities impacting 22 million people through our work on landscape level, but the principles apply on a much broader canvas - to other agricultural crops and other aspects of sustainability.

As we celebrate ten years of the UNDP Green Commodities Programme (GCP), we face a world at a crossroad. We can continue in an unsustainable trajectory or change our systems and practices towards sustainability. But we struggle to change to novel approaches which will overcome inertia leading currently to inequity, climate change and biodiversity loss.

In 2010 when I was UNDP's Lead Natural Resource Economist and tasked by UNDP leadership to create and grow the Green Commodities Programme, I was given a small amount of seed funding to see how UNDP could strengthen its role in the global commodity arena. No one had any idea that ten years later GCP would still be operating and indeed going from strength to strength. GCP's start was already building on a decade of my experience at UNDP, leading sustainable production and market-based tools for sustainable land management.

I had already witnessed so many technical assistance projects not achieving their potential and had concluded that we know what change is needed, but we do not understand how to make the change happen fast enough. This was my starting principle and in the early years of GCP we pioneered the development of the first ever national commodity platforms to support the "how". Over the ten years the GCP team and portfolio has grown and we now see that agricultural commodity systems operate at three levels – global (supply chains); national and subnational; and individual. All three must transform together and we must now place as much emphasis on the individuals – you and me – as we have up to now placed on the national and global systems that have been the focus of UNDP's work.

Systemic change requires an all-encompassing understanding of the many factors involved, and our methodologies bring together all the stakeholders involved in the system, from smallholder producers to governments and multinational corporations, to work together to transform the system. Although many recognise the importance of dialogue with and amongst stakeholders, we are distinctive in applying the multi-stakeholder collaboration philosophy in an integrated approach to the organisations we work with.

We in GCP now bring this approach to 13 countries and 8 commodities impacting 22 million people through our work on landscape level, but the principles apply on a much broader canvas – to other agricultural crops and other aspects of sustainability. We look forward to expanding the understanding of the strength of a truly collaborative mindset.

There are many interlocking components of the GCP approach, which are described in the section on our Theory of Change on page 35. Central to all of these is trust between stakeholders, and this is built by experienced, empathetic and long-term facilitation and convening of organisations and people. I pay tribute to all my colleagues who have provided this essential glue for the components which would not function without them. The 15 Achievements outlined on page 50 are a testament to their commitment and hard work.

We could not have done this without the support of our partners, listed in full on page 96. I would particularly like to thank our colleagues at the Global Environment Facility, at SECO and GIZ who always saw the potential in our proposed new ways of working and supported our work.

True collaboration is about taking part as well as initiating groups, and it has been a privilege to make a contribution to Mondelēz International's Cocoa Life work and the Mars Farmer Income Lab – two examples of the private sector engaging with sustainable supply chains to produce real improvements in livelihoods and the environment. Our Value Beyond Value Chains initiative takes this further, helping corporates work more effectively with governments to achieve common goals.

GCP has led the Good Growth Partnership for the past four years, which is focused on reducing deforestation in target commodity supply chains. UNDP leads a partnership made up of Conservation International, the International Finance Corporation, UN Environment Programme and WWF working on the Brazilian soy, Paraguayan beef and Indonesian and Liberian palm oil supply chain systems. This Integrated Supply Chain Approach is multi-scale and relies on multi-stakeholder collaboration to achieve systemic change. GGP works with the on-the-surface and hidden complexities of commodity value chains, enabling stakeholders with different interests who all face a common sustainability problem to align and collectively learn, innovate and act together in a complex situation.

In addition to working on the whole system, UNDP GCP has pioneered a range of innovative tools and interventions to address specific issues within systems. These are detailed on page 76 where we illustrate the flexibility of GCP's approach, achieving impact at every scale from long-term, whole system initiatives to individual interventions helping to refine a specific decision process, training scheme or land use policy.

I am proud of the growth we have experienced over the last ten years, privileged to work alongside such a talented team of visionaries completely committed to change and in my new role as head of UNDP's global practice on Food and Agricultural Commodity Systems look forward to both continuing to grow GCP to combat deforestation, support farmer livelihoods and governments as well as integrating all our knowledge into UNDP's wider global efforts to transform food systems.

Photo: © María Paz Gonzales/UNDP Peru

SUMMARY: 10 THINGS WE HAVE LEARNED IN 10 YEARS

Photo: © UNDP

GCP was not the first to try to transform commodity production, but over ten years we have built up a significant track record of experience of what works, and what does not. What does not work from our perspective are top-down approaches, ill-thought-out interventions at limited scale, and siloed initiatives which address only one part of the system.

Synthesizing and summarizing what we have learned, here are 10 insights on transformation:

1

Get all stakeholders in the room and address power dynamics early using system mapping and other techniques to empower everyone to participate. – be especially careful to involve and support those who have so far been marginalised.

Read more on page 42.

2

A shared sense of purpose is important to guide the direction of travel but don't sweat about detailed objectives, these can emerge later. Tools such as Targeted Scenario Analysis can build a shared sense of purpose by illuminating positive future scenarios.

Read more on page 84.

3

Patience is essential. Everyone will move at their own speed and will need the time to adopt principles and practices as "their own". Sustained change needs the right institutional capacity, sufficient financial sustainability and firm political resilience. UNDP's From Commitment to Action initiative (FC2A) examines how these contextual factors influence achievements, and builds roadmaps for more effective implementation.

Read more on page 81.

4

Flexibility in funding. Systemic change happens in unpredictable and surprising ways that don't fit predetermined outcomes or logframes, and funding must accommodate this.

Read more on page 96.

5

True collaboration is a step up from dialogue, and includes partners from within the organisation as well as outside. GCP has been supported by the UNDP Nature Climate and Energy cluster, the UNDP private sector hub and networks, the Climate & Forests Programme, the UN-REDD partnership, the UNDP country investment portfolios with GEF and GCF funding, and many others.

Read more on page 45.

6

Systems operate at multiple geographical jurisdictional scales each of which has its own governance and decision process. These must transform together in synchrony, with each jurisdictional scale having its own process interlinked with the other scales. UNDP's 4-Dimensional Systemic Change research report examines this in detail.

Read more here.

7

Systems can be approached at three levels. Global system; Community; and Individual. Appropriate weight must be given to all three and where one has been neglected (e.g. Individual) the approach must be rebalanced. UNDP's article published in the journal "Ag4Dev" gives a deeper insight.

Read more here.

8

Human nature will rush to the "What" needs to be done but successful change processes focus also on the How and the Who.
Many think they are already collaborating when in fact they are in dialogue, and the need to go deeper into the How and Who has to be uncovered. UNDP's Multi-stakeholder platform methodology clarifies this distinction.

Read more on page 45.

9

Complex challenges cannot be solved through conventional problem solving.
Change happens when you can bring diverse perspectives together from across a sector and create a process that supports on-going collaboration and builds trust to solve problems together. Change moves at the speed of trust – the more participants trust each other, the more successful and sustained the change will be Identifying the causality of interventions helps to cut through the complexity – UNDP's Causality Assessment for Landscape Interventions tool (CALI) is designed to do this.

Read more on page 87.

10

"I/we need to change" rather than "they need to change". The willingness to change ourselves, our organisations: the need to explore more deeply our self, the place from which we operate, checking egos, surfacing assumptions and so on. UNDP's Conscious Food Systems Alliance focuses on these aspects of change.

Read more on page 80.

UNDP's approach to multi-stakeholder collaboration for systemic change is outlined from page 40 of this report. Combining these carefully evolved principles with experienced and sensitive facilitation and guidance for country implementation has been the foundation of our achievements around the globe.

OUR CONTRIBUTION TO THE SDGS

Photo: © Mónica Suárez Galindo, PNUD Perú

UNDP applies an integrated and holistic framework to address the key barriers and drivers to developing sustainable agricultural commodities in line with the 2030 Agenda and the Sustainable Development Goals (SDGs). UNDP promotes institutional mechanisms, such as inter-sector coordinating bodies and dialogue platforms that enable government sectors at national and subnational levels to discuss cross-cutting development themes. UNDP also ensures that underrepresented actors of civil society, such as smallholder farmers, and private sector actors engage meaningfully in these multi-stakeholder dialogues.

Food systems are at the heart of the 2030 Agenda for Sustainable Development with the potential to support progress towards the majority of the Sustainable Development Goals including eliminating hunger and poverty. Food systems are also vital for mainstreaming the three Rio Conventions—on Biodiversity, Climate Change and Desertification.

Supporting the sustainable production, processing and trade of agricultural commodities can lead to multiple developmental benefits across several SDGs, principally the following:

Photo: © PNUD GMC Ecuador

Food systems are at the heart of the 2030 Agenda for Sustainable Development with the potential to support progress towards the majority of the Sustainable Development Goals including eliminating hunger and poverty.

Agriculture is the single largest employer in the world.

A third of the food we produce is lost or wasted.

Feeding a growing global population requires sustainable agricultural practices.

Investments in agriculture can support climate change adaptation and mitigation.

Women make up almost half the agricultural labour force in developing countries, but they own less land than men and lack access to resources.

Sustainable aquaculture intensification has the potential to produce the fish needed to meet the demand for nutritious food.

Sustainable agriculture has the potential to address water scarcity.

A third of farmland is degraded, up to 75 percent of crop genetic diversity has been lost and 22 percent of animal breeds are at risk.

Agricultural growth in low-income economies can reduce poverty by half.

Vested interest, corruption and bribery in all their forms distort commodities supply chains, at the expense of the poorest and the environment.

Agriculture accounts for 25 percent of GDP in developing countries.

A successful development agenda requires inclusive partnerships — at the global, regional, national and local levels — built upon principles and values, and upon a shared vision and shared goals placing people and the planet at the centre.

TAKING A SYSTEMIC APPROACH

Photo: © UNDP

It was clear when the UNDP Green Commodities Programme (GCP) started in 2010 that the piecemeal approach to agricultural sustainability had not triggered whole-system change. In some cases, private sector buyers – particularly multi-national corporations – were promoting more sustainable approaches, and governments in western consuming countries were beginning to take sustainability seriously. The focus on certification of sustainable agricultural products tended to place the weight of responsibility entirely on the producers, who were often the least powerful, and most at risk, part of the supply chain.

GCP started from the recognition that the whole system needs to change, and therefore a systemic approach was required. Sustainability is characterized by complex and "messy" problems that have a multitude of interactions between all the different players and issues involved. Systemic change involves working with this complexity, to help people "see" the whole system, and to recognize that change will often be an unpredictable, intertwined, and surprising process.

Most agricultural sustainability efforts at this point had been linear and top-down, with a firm belief that implementing an innovative approach would lead to a guaranteed outcome. Accepting the complexity and unpredictability of the system was a radical challenge to this view. The expectations of funding organisations – that their contributions would always bring predictable outcomes that could be measured - had further embedded the top-down approach, so moving to a systems approach needed careful planning and research. This generated a suite of new GCP methodologies for systemic working which are described as of page 76. The UNDP approach was designed to meet country needs but proved to have a changemaking power much greater than we expected.

The UNDP GCP systemic approach was first applied in Costa Rica in 2010, where pineapple production is a key contributor to the economy but was causing numerous issues in water pollution and waste disposal. The National Initiative for Sustainable Pineapple Production (INSP) was guided into being by UNDP, using a carefully designed multi-stakeholder collaboration process involving more than 50 institutions and 1000 participants.

As the systemic approach evolved into initiatives in Indonesia (2011) and other countries the key sequencing – of forming National Commodity Platforms including all stakeholders, carrying out collective root cause analysis, forming working groups to produce National Action Plans – was formalized into a **Theory of Change,** summarised in this graphic:

KEY OUTCOMES REQUIRED FOR SECTOR TRANSFORMATION

GOAL

The lives of commodity producers and their communities are improved, and high conservation value forest and important vulnerable ecosystems are protected.

LONG-TERM OUTCOME

Producers demand, adopt and benefit from sustainable commodity production practices at scale.

MID-TERM OUTCOME

Government, producers, companies, civil society and financial actors co-finance, implement, and monitor systemic interventions and measures contained in a government endorsed national level action plan for sustainable commodity production.

INTENTION & AGREEMENT

KEY OUTCOME A

Government and companies in production countries **agree to work towards deforestation-free commodity sourcing and sustainable commodity production**

KEY OUTCOME B

Government, companies, and CSOs in large consumer and trading markets **strengthen collaboration with producing countries to work towards deforestation-free commodity sourcing**

KEY OUTCOME C

CSOs, consumers, and the public **increase demand for sustainably produced commodities**

DIALOGUE

KEY OUTCOME D

Government, companies, CSOs in production countries engage in a genuine **multi-stakeholder dialogue through an inclusive and democratic National Commodities Platform** to develop shared understanding, vision, approaches and solutions

KEY OUTCOME E

Local, national, and international actors share **knowledge about strategies, solutions and interventions that effectively improve the sustainability of commodity production**

COMMITMENT TO ACTION

KEY OUTCOME F

Government, companies, CSOs and donors unite around a **national level action plan for sustainable commodity production and supply**

COLLECTIVE ACTION

KEY OUTCOME G

Government and companies forge public-private partnerships and other schemes as **economic incentives for sustainable commodity production**

KEY OUTCOME I

Financial institutions take measures to **support sustainable commodity production practices** in alignment with the national level action plan

KEY OUTCOME K

Government adopts, monitors and enforces a strong regulatory framework for **sustainable commodity production**

KEY OUTCOME M

Government, companies, and CSOs involve **and support local communities** in all matters affecting their well-being

KEY OUTCOME O

CSOs in producer, trading, and consumer countries monitor **commitments, uptakes, and enforcement of regulations**

KEY OUTCOME H

Government and companies establish and enforce effective anti-corruption mechanisms affecting the sector

KEY OUTCOME J

Companies across the supply chain **consistently implement their commitments** in alignment with the national level action plan

KEY OUTCOME L

Government adopts, monitors and enforces a strong and consistent regulatory framework for the management of terrestrial and **marine areas**

KEY OUTCOME N

Government, companies, and CSOs strengthen and finance the coordinated implementation of **targeted small producers support systems**

KEY OUTCOME P

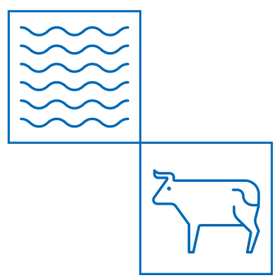
Producers understand, value, seek, and seize opportunities to improve the sustainability of their farming and fishing practices

The UNDP Green Commodities Programme (GCP) goal is to improve the lives of commodity producers and their communities, whilst at the same time protecting high conservation value forest, high carbon stock areas and vulnerable ecosystems. This dual objective – enhancing lives whilst protecting the environment – is central to GCP's systemic approach, because to pursue one without the other would lead to an imbalanced outcome which would not sustain over time.

The GCP Theory of Change acknowledges that transforming systems takes time and seeks a mid-term outcome that sees stakeholders implementing a government-endorsed National Action Plan for sustainable commodity production. The Action Plans are endorsed by government so that policy, legislative and regulatory reforms as well as Ministerial budgets to implement the Action Plans are able to happen once the Plan is legalized. Over a longer period, during the Action Plan implementation by all stakeholders, producers demand, adopt and benefit from sustainable commodity production practices at scale.

Reaching even the mid-term outcome requires a carefully designed step by step process, and because different stakeholders evolve their approaches at varying speeds, it is often necessary to repeat parts of the process until key stakeholders are on board. Experience shows that some outcomes are best pursued by GCP leading the work, some rely on partnership working with others, and some will be achieved by other parties working in parallel, with no requirement for GCP to participate. These categories are shown by the colour coding in the graphic below.

As the Theory of Change graphic shows, building vision and commitments is the first stage (at the base of the diagram), starting with the government and companies in the producing country agreeing to work towards sustainable commodity production, using Root Cause Analysis to focus on the critical issues.



GCP'S STRATEGIC CONTRIBUTIONS

Direct Involvement of GCP

Partnership Involvement of GCP

Parallel Involvement of GCP

INTENTION & AGREEMENT

KEY OUTCOME A

Government and companies in production countries **agree to work towards deforestation-free commodity sourcing and sustainable commodity production**

KEY OUTCOME B

Government, companies, and CSOs in large consumer and trading markets **strengthen collaboration with producing countries to work towards deforestation-free commodity sourcing**

KEY OUTCOME C

CSOs, consumers, and the public **increase demand for sustainably produced commodities**

DIALOGUE

KEY OUTCOME D

Government, companies, CSOs in production countries engage in a genuine **multi-stakeholder dialogue through an inclusive and democratic National Commodities Platform** to develop shared understanding, vision, approaches and solutions

KEY OUTCOME E

Local, national, and international actors share **knowledge about strategies, solutions and interventions that effectively improve the sustainability of commodity production**

COMMITMENT TO ACTION

KEY OUTCOME F

Government, companies, CSOs and donors unite around a **national level action plan for sustainable commodity production and supply**

COLLECTIVE ACTION

KEY OUTCOME G

Government and companies forge public-private partnerships and other schemes as **economic incentives for sustainable commodity production**

KEY OUTCOME I

Financial institutions take measures to **support sustainable commodity production practices** in alignment with the national level action plan

KEY OUTCOME K

Government adopts, monitors and enforces a strong regulatory framework for **sustainable commodity production**

KEY OUTCOME M

Government, companies, and CSOs involve **and support local communities** in all matters affecting their well-being

KEY OUTCOME P

Producers understand, value, seek, and seize opportunities to improve the sustainability of their farming and fishing practices

KEY OUTCOME H

Government and companies establish and enforce effective anti-corruption mechanisms affecting the sector

KEY OUTCOME J

Companies across the supply chain **consistently implement their commitments** in alignment with the national level action plan

KEY OUTCOME L

Government adopts, monitors and enforces a strong and consistent regulatory framework for the management of terrestrial and **marine areas**

KEY OUTCOME N

Government, companies, and CSOs strengthen and finance the coordinated implementation of **targeted small producers support systems**

KEY OUTCOME O

Producers understand, value, seek, and seize opportunities to improve the sustainability of their farming and fishing practices

Having set the vision and made commitments, a phase of continual dialogue and collaborative planning can start, based on multi-stakeholder collaboration through an inclusive and participatory National Commodities Platform which encompasses all stakeholders and is supported by the government. Often players who have not met or been in opposition have to come together around the common vision, understanding that they are all working towards the same goal of sustainability. This trust-building process requires skilled and patient facilitation, a key skill developed by GCP's advisers which is central to the success of National Commodity Platforms.

GCP's experts deployed over the years have experience in the rhythms of collaborative trust building and can guide stakeholders through the difficulties of the process. Delays and reversals were an inherent feature of multi-stakeholder work, and GCP's facilitation experience allows progress to continue where stakeholders who are encountering problems for the first time might give up.

Once the National Commodity Platform has produced its government-supported National Action Plan, the detailed and intricate process of officialization and implementation can begin. As the graphic above shows, there are 10 Key Outcomes in the Collective Action phase, when the commitments and actions devised around the table are taken up by the many stakeholders who are responsible for them. At this stage government support – expressed by the implementation of policies and regulations in line with the National Action Plan – creates the context and opportunities within which other stakeholders are encouraged to act.

This enabling environment has many dimensions, including different geographic and Jurisdictional scales: National Action Plans need to be customized for local and regional requirements, and GCP-supported countries will typically have a National Action Plan with Regional, District or Landscape plans nested beneath them, each devised by local stakeholders who come together in a Commodity Platform at the appropriate scale.

GCP's methodology for achieving systemic change benefited from an external review in 2018/19. The concept was judged to be "simple yet very powerful" and "on track to have a significant impact on commodity production at a national level, while applying the methodology more broadly in the future will contribute to a wider sector transformation."

- **Interviewees felt the GCP methodology & guidance behind it is, by far, the best methodology for government supported multi-stakeholder collaboration focused on systemic change, and reported it was "best in class."**

- **Interviewees said the National Commodity Platform methodology brings a depth to the multi-Stakeholder approach, making it a pioneer and thought leader in this field; with a focus on being government supported, building the capacity of others to own & run the process, and integrating the methodology systemically across various levels of government, this methodology is central to effective systemic change.**

- **Interviewees identified three critical success factors that GCP brought:**

  - **A well-designed process**

  - **Bringing the right people to the table**

  - **Providing a very skilled facilitator.**

The GCP Theory of Change describes the development of sustainable commodity production in one commodity in one country, but once governments and local communities see the success they have achieved in one sector, the benefits of applying it to another come to the fore. Already GCP operates in multiple commodities in several countries, leading to the prospect of a multiplier effect with multiple commodities being produced sustainably with the stakeholders in the process thinking more systemically while reducing impacts nationally. For example, in Peru, GCP started supporting the establishment of the national coffee platform and is now working on cocoa and palm oil platforms.

Photo: © Nicolas Petit Photography

MSC-FSC AS OUR DNA

Photo: © Mike Matarasso, Conservation International

Highly traded commodities are not only a problem that needs to be addressed, but also an opportunity. The challenge that UNDP faced was the opportunity to create positive change out of the paradox of agriculture – that it is both the major contributor to economic success in many countries, but also the major contributor to environmental degradation. Although UNDP had been working in commodities over a decade, it was only focusing on some of the many moving parts of the food and agricultural commodity system: certification. GCP knew it needed to involve the whole system to make a difference.

The processes described in the GCP Theory of Change were devised as a logical approach to the challenges of achieving systemic change – to transform the system, the whole system needs to be acknowledged and brought "into the room." As GCP's expertise in bringing stakeholders together evolved, the skills and practices involved have become their own distinct professional practice that now represents the "DNA" of the GCP Approach. This discipline is Multi-Stakeholder Collaboration for Systemic Change.

The processes described in the Theory of Change are a map of "what" GCP does: MSC-FSC is concerned with "how" GCP achieves success – a combination of skills, expertise and mindsets that honours the contribution of every stakeholder, creating a context in which all understand the essential skills for collaboration and want to contribute to a solution.

Photo: © Nicolas Petit Photography

GCP defines Multi-Stakeholder Collaboration for Systemic Change as:

A process of interactive learning, empowerment and participatory governance that enables stakeholders with interconnected sustainability problems and ambitions, but often differing interests, to collectively act, innovate, and be resilient and adaptive when faced with the emerging risks, crises, and opportunities of a complex and changing environment.

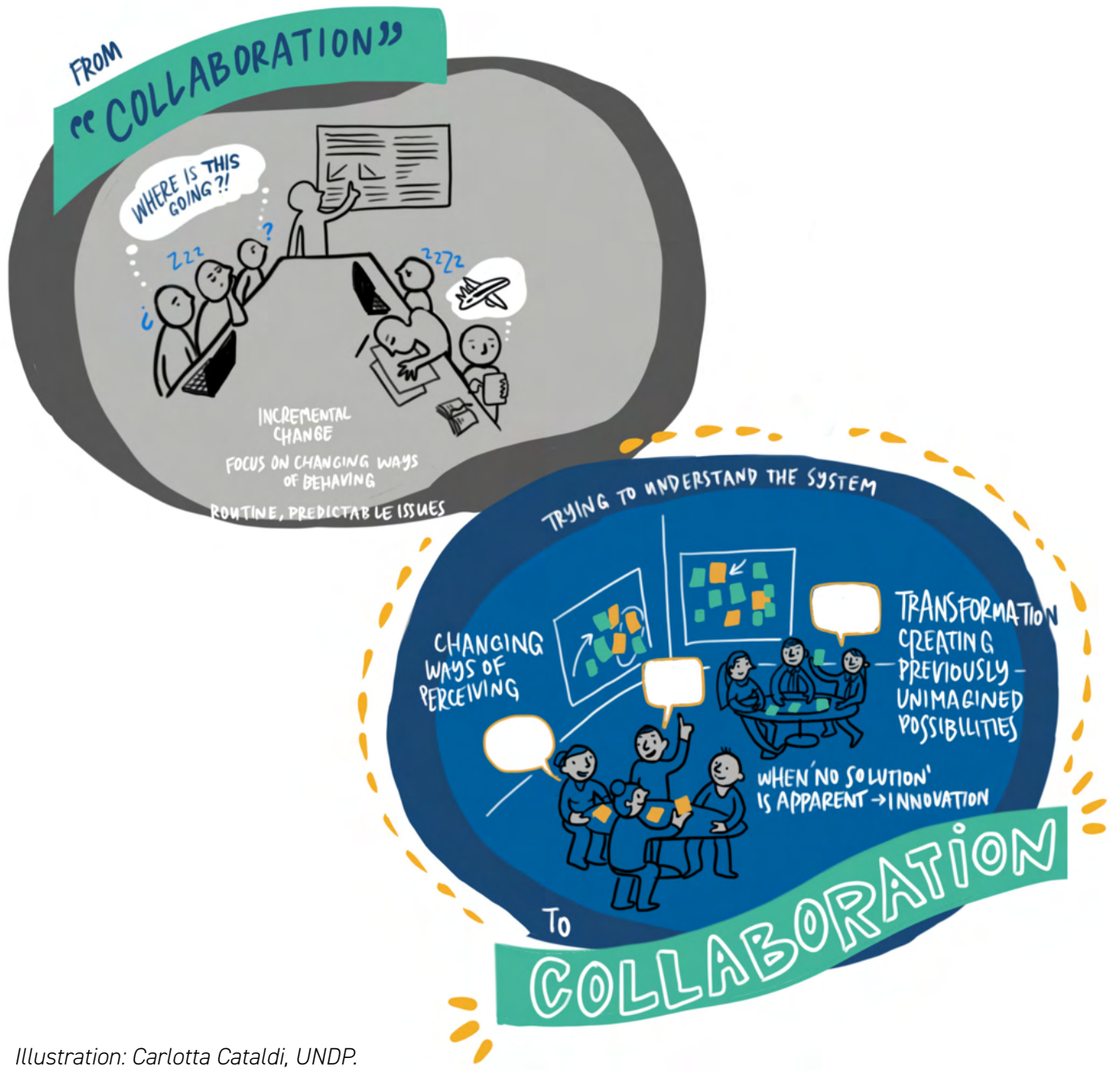


Illustration: Carlotta Cataldi, UNDP.

The reasons for basing GCP's work on Multi-Stakeholder Collaboration are rooted in the challenges the team found in convening its first Multi-stakeholder Platforms. A truly systemic way of working is possible, summarised in the graphic below:

Illustration: Carlotta Cataldi, UNDP.

The Evolution of Multi-Stakeholder Platforms:

After a decade of creating and facilitating Multistakeholder Platforms, GCP embarked in 2020 on a mission to align the Platform Methodology with systems thinking principles and our deeper understanding of the foundations behind MSC-FSC. This process resulted in an Upgraded Methodology for Effective Collaborative Action, which integrates the learnings of over 10 years implementation experience:

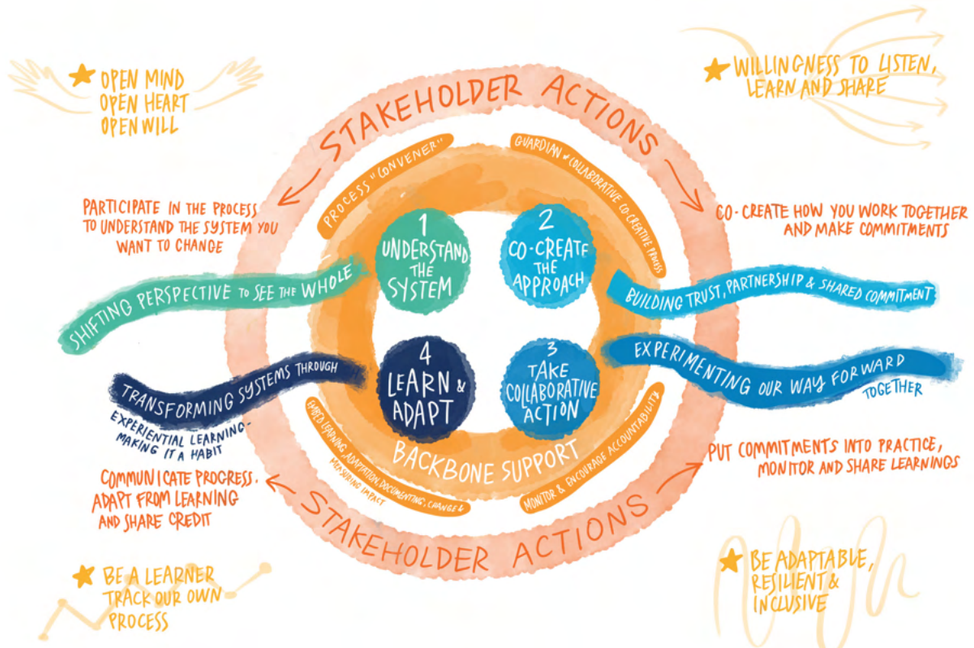
Working more with emergence and less with predefined outcomes.

Paying more attention to the leadership of change processes.

Dealing more effectively with power dynamics and conflict.

Working with system mapping and scenario planning as a way for change a gents to embrace the complexity of the system they seek to transform.

Our new approach to Effective Collaborative Action looks to understand first how the system works, usually through a system mapping exercise that helps to identify the different levers for change. It also includes unparalleled awareness raising and skill building across three different levels of systemic change (individual/community/system), and asks for commitment on several factors, including expert local facilitation, government engagement throughout the process, and inclusion of marginalised groups.



To learn more about the Effective Collaborative Action Methodology, please visit https://www.greencommodities.org/content/gcp/en/home/collaborative-action.html. Illustration by Carlotta Cataldi.

THE PRODUCTION COUNTRIES SYSTEMS STORY

Photo: © UNDP Mongolia

COUNTRY INTERVENTIONS

Our framework for systemic change

At the heart of our work is the impact achieved in the commodity producing countries. The following country insights are arranged in commodity clusters to highlight the key parallels, and significant differences, between discrete countries producing the same commodity.

Our Theory of Change, outlined earlier, is the foundation of our country insights. In each insight we analyse interventions along 5 categories or levers of change, each of which represents one or more Theory of Change outcomes:

Multi-stakeholder platforms

D Government, companies, CSOs in production countries engage in a genuine multi-stakeholder dialogue through an inclusive and democratic National Commodities Platform to develop shared understanding, vision, approaches, and solutions.

F Government, companies, CSOs and donors unite around and commit to a national / subnational level action plan for the production and supply of sustainable commodities.

Reforming policy

H Government and companies establish and enforce effective anti-corruption mechanisms affecting the sector.

K Government adopts, monitors and enforces strong regulatory frameworks for sustainable farming and fishing practices among producers.

O CSOs in producer, trading, and consumer countries monitor commitments, uptakes, and enforcement of regulations.

Strengthen capacity and systems

E Local, national, and international actors share knowledge about strategies, solutions and interventions that effectively improve the sustainability of commodity production .

M Government, companies, and CSOs involve and support local communities in all matters affecting their well-being.

N Government, companies, and CSOs strengthen and finance the coordinated implementation of targeted small producer support systems.

P Producers understand, value, seize opportunities and comply to improve the sustainability of their farming or fishing practices.

Financial and economic incentives

G Government and companies forge public-private collaboration and other schemes as economic incentives for sustainable commodity production.

I Financial institutions take measures to support sustainable commodity production and sourcing practices.

J Companies across the supply chain consistently implement their commitments.

Landscape management

L Government adopts, monitors and enforces a strong and consistent regulatory framework for the management of terrestrial and marine areas

In the country insights that follow, each of the 5 levers of change are aligned to the outcomes achieved on the ground. The specific nature of each country's challenges, and the customised response of UNDP, results in a variety of solutions, but all are centred on the value of multi-stakeholder collaboration for systemic change in enabling all stakeholders to plan the way forward together.

The key interventions centre around improving the enabling environment for sustainable commodities, and UNDP's skills in working at multiple landscape and jurisdictional levels to achieve change at every geographical scale. Global initiatives, National Action Plans and subnational implementation need to mesh together seamlessly, and particular landscapes or ecosystems that cross national borders so that interventions must be enabled in multiple countries to be effective.

Photo: © UNDP Peru

COUNTRY INSIGHTS

15 ACHIEVEMENTS IN 15 COUNTRIES

These insights are sequenced in commodity groupings, with producing countries arranged within each commodity group.
All are rooted in the key routes to impact:

Reforming policy with governments.

Capacity building in the system and with producers.

Landscape-level interventions which fit actions to the shape of production areas.

Economic incentives which ensure producers achieve sustainable livelihoods.

Full, detailed Commodity and Country Reports are available here.

PALM OIL

UNDP's experience in working with governments underpins its achievements in addressing the sustainability challenges of PALM OIL production. UNDP`s focus on Indonesia, Liberia and Papua New Guinea has built a global leadership position in sustainable palm oil, with the organisation mediating between the sustainability requirements of consuming countries and the sector's production practices. Indonesia is the most comprehensive example of support, with a National Action Plan for palm oil backed up by parallel plans at regional and local levels.

INDONESIA

In Indonesia, the world's largest producer of palm oil, UNDP has consistently worked in partnership with the Government of Indonesia to transform palm oil sector since 2010. The adoption by the Indonesian government of a National Action Plan (NAP) on Sustainable Palm Oil, collaboratively developed by the Forum for Sustainable Palm Oil of Indonesia (FoKSBI), marked an essential milestone in this journey. The Forum was set up with support of UNDP. Since its adoption in 2019, the NAP and structures established for its implementation, have become an important framework for efforts at different levels of government that seek to further improve the enabling environment, institutional capacities, and smallholder livelihoods in the Indonesian palm oil sector.

Multi-stakeholder collaboration can be perceived as an overly complex approach. To overcome this perception by the Indonesian government and companies, who were used to a top-down structure, UNDP focused on professional facilitation, collective trust, building engaging stakeholders, accommodating diverging expectations and timelines, and continuously increasing ownership

Photo: © Conservation International

of the process and its outcomes among different stakeholder groups. All of which are key to make such processes effective. UNDP was able to draw on its trusted access to government, and over time penetrated higher levels of government, paying particular attention to work across ministries to achieve a whole-of-government buy-in. Today, 14 ministries, and governors, regents and mayors play a role in NAP implementation, benefiting 2.6 million smallholder farmers and 21 million upstream and downstream workers.

Indonesia's achievements show that a multi-level jurisdictional approach is essential for the enabling environment.

In addition to the efforts of establishing an overarching framework (the NAP), UNDP has been supporting specific policy and regulatory processes that strengthen the enabling environment for sustainable palm oil at national and subnational levels, including through provincial platforms and action plans. Spatial plans and other regulations at provincial and district level to ensure the protection of High Conservation Value (HCV) and High Carbon Stock (HCS) areas, regulations on Community Plantation Development and Corporate Social Responsibility, and policies to improve traceability and smallholder capacity building have been developed and approved at national level and in different districts (Pelalawan/Sintang/South Tapanuli) with support from GCP. These interventions have contributed to the protection of more than 105,000 ha of HCV/HCS ecosystems. In addition to that, other policy reforms UNDP is supporting, such as a regulatory umbrella for Essential Ecosystem Areas (KEE) could serve as a legal framework for the protection of 45 million ha.

Developing evidence-based policies and regulations that balance economic, environmental, and social outcomes is not in itself a guarantee for success, as they may face vested interests, resistance to change, or be built on an incomplete understanding of power dynamics. Against this background, UNDP increasingly recognized the importance of complementing technical policy advice with specific interventions that focus on behavioural change and systems leadership that are now being better integrated in the multi-stakeholder collaboration for systemic change approach.

"UNDP and GIZ have been collaborating in West Kalimantan since 2018, particularly in the process of establishing the "Sustainable Palm Oil Forum in Indonesia (FoKSBI)" at provincial level. The consistent energy of the UNDP team in facilitating these multi-stakeholder discussions has been the key to the successful establishment of the West Kalimantan FoKSBI. The systemic approach was introduced through a series of workshops which enriched the dialogue between actors and contributed strategically to the development planning process. The cooperation in these different various activities has strengthened the collaboration and trust between GIZ and UNDP and has contributed to a fruitful working relationship. GIZ looks forward to continuing the close collaboration with UNDP in Indonesia in pursuit of a better future for Indonesian agriculture and its main actors."

Yuliana Suliyanti, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Provincial Adviser 'Sustainable Agricultural Supply Chains in Indonesia' – SASCI

LIBERIA

Achieving Liberia's National Palm Oil Platform (NOPPOL), facilitated by UNDP, showed us that true co-creation is essential if conflicting objectives between forest conservation and economic development are to be reconciled.

Recovering from a 14-year civil war and an Ebola outbreak in 2014 and 2015 which devastated the entire nation, Liberia has set its sights on palm oil as a means to rebuild its economy, where 60% of the population is identified as multidimensionally poor. NOPPOL convened changemakers from more than 46 organisations from public, private, and civil society sectors to work through the challenges and agree on the key barriers to achieving sustainable production of palm oil in Liberia. Using a process of interactive learning, empowerment and participatory governance has enabled Liberian stakeholders with interconnected sustainability problems and ambitions, but often differing interests, to collectively act and innovate, in addressing the emerging risks, crises, and opportunities of Liberia's complex and changing environment. This is an excellent example of true co-creation and ownership by all stakeholders involved. In the process of developing the National Oil Palm Strategy and Action Plan (NOPSAP) for Liberia, the team incorporated key elements of the farmer support system tool to strengthen national farmer support systems in order to achieve the broader goal of improving the lives of commodities producers and their communities and protecting high value forest and important vulnerable ecosystems. As in Indonesia the goal is for this NOPSAP to be signed into law to mandate relevant ministries and other stakeholders on its implementation in 2021.

PAPUA NEW GUINEA

In Palm Oil in Papua New Guinea patience and persistence is needed – a fully-developed plan is in place but it awaits government approval. A team led by the UNDP produced a report in 2016: "Towards Sustainable Agricultural Commodities in Papua New Guinea: The Case of Palm Oil, Coffee & Cocoa". This report builds on the REDD+ drivers of deforestation and forest degradation analyses that identified agriculture as a key driver, and the overall REDD+ readiness support by the Forest Carbon Partnership Facility. The report's key recommendations were two-fold; a National Policy for Sustainable Palm Oil to be developed and supported by mapping of appropriate areas for expansion and exclusion areas to help guide future plantation expansion; and secondly the establishment of a multi-stakeholder Palm Oil Platform to strengthen coordination in the sector and help to both develop and oversee policy implementation to support the 200,000 jobs the sector provides.

Following the 2016 report, a road map was developed for the establishment of the palm oil platform. Stakeholder consultations were held and a team was prepared lead the process. The platform "resolution' to officially establish the platform, endorsed by relevant ministers was put forward in 2019. It has yet to achieve approval by the PNG Parliament and hence the initiative to roll out the platform is currently on hold.

A proposal for PNG under the GEF supported Food Systems, Land Use and Restoration Impact Program (FOLUR) has been put forward for development in 2021. This builds on the work done for the development of the PNGPOP and is expected to bring the process back into action, in synergy with the national REDD+ process.

BEEF AND SOY

Photo: © Mades

BEEF is a key source of protein in diets in many countries around the world. In Paraguay, the sustainability issues of land clearance for pasture, allied to soy production, led to two projects to address these challenges. Working with stakeholders through the Green Production Landscapes and the Green Chaco projects moves the country's sustainability efforts forward, even in the Chaco where the ecosystem crosses national boundaries and so needs a broad landscape approach.

There are two key approaches in Paraguay, where soy and beef production together support 400,000 jobs. The Green Production Landscapes (PPV) project seeks to encourage soy and beef producers in this Eastern Region to comply with environmental laws and works for the creation of financial and market incentives. This included the implementation of Good Agricultural Practices and the establishment of production protocols. Further, it focused on the restoration of degraded areas. This project was finalised by the end of 2020.

The Green Chaco project, under the Good Growth Partnership, works with beef producers in the Western Region of the country to increase their productivity on existing land while preserving the environment through the application of Good Livestock Practices (GLP). It also works on improving the policy and regulatory environment for production and land use, as well as on land-use planning that fosters forest and biodiversity conservation.

The Green Production Landscapes (PPV) and Green Chaco projects worked together. Although they operated in different regions of Paraguay, they join efforts at the national level through government-led dialogues on beef and soy.

PARAGUAY

In Paraguay achieving effective landscape-level interventions was essential to ensure customised solutions within a specific geographical, economic, and social context.

An excellent example of impact at the landscape level was the development of the Sustainable Naranjal proposal, implemented under the scheme of agreement of parts between UNDP and the Naranjal Cooperative (COPRONAR) It addresses different aspects such as the implementation of good agricultural practices, the restoration of waterbed forests, green schools programme, protection of water springs, working with vulnerable communities (indigenous community and peasant settlements) and improvement of rural roads with conservation criteria. All these actions were developed in community consultations, with the intervention and support of different sectors of the community - producers, women, youth and children, municipalities, state institutions, teachers, students, civil society, etc. Developing a plan at the departmental level allows for the plan to be as customised as possible as it is developed for the specific geographical, economic, and social context in which work is being done. These regional action plans therefore become the basis for installing and developing the National Platforms and action plans.

SOY

Brazil is the world's largest producer of soybeans. In partnership with UNDP Brazil, Conservation International Brazil works to support sustainable soy production under the umbrella of the Good Growth Partnership. Instead of treating production, demand and investment interventions as separate tracks, the Good Growth Partnership looks at where the layers of the supply chain integrate and overlap to enhance financial incentives and investments and increase demand for sustainably produced agricultural commodities.

BRAZIL

In Brazil, a systemic approach to finding solutions, by breaking down silos, was essential to achieve our objectives. This was demonstrated in 2020 when Cerrado soy supply chain partners were able to identify the most powerful levers to accelerate and bring lasting positive changes in the system. These include blended finance to incentivize the producers towards sustainable production, using trade agreements and international policies to advocate for sustainable approaches, as well as the importance of continuing the efforts to support the National Rural Environmental Registry (CAR) an important tool to geo-reference all properties and promote monitoring of, and compliance with, natural vegetation conservation requirements established by the National Forest Code policy.

Future activity will continue to centre on promoting dialogues with local governments, soy producers and private sector partners, which remains as a key priority to drive a fundamental shift so that sustainability is not seen as an additional task for farmers, but as an essential element to ensure efficient and resilient food production systems in the future.

Photo: © Mades

COCOA

Photo: © Rodrigo Flores

COCOA is a vital source of livelihoods for many countries, but it is often accompanied by deforestation, labour, and land tenure issues. UNDP works with governments in Ghana, Dominican Republic, and Côte d'Ivoire to address these through multi-stakeholder collaboration. Mondelēz International is a key partner for UNDP through the company's Cocoa Life program.

GHANA

In Ghana we learned that large-scale agricultural change can be achieved when forest restoration and improved livelihoods are combined with the provision of more than a million shade trees. Through UNDP's partnership with Mondelēz International 's Cocoa Life program, UNDP works to improve farmers' livelihoods, while improving the landscape by supporting the re-introduction of shade grown cocoa. This involves farmer training and the supply of economically viable timber shade tree seedlings. More than 1.3 million economically viable timber shade tree seedlings have been distributed, which farmers plant and register to ensure their ownership is recognised. Meanwhile, more than 94,000 farmers in 560 communities have been trained in Good Agricultural Practices including Good Environmental Practices, linked to re-introducing shade grown cocoa.

Additionally, 160,000 seedlings have also been planted by farmers in 2020 alone, as part of efforts to restore and reforest the degraded Ayum Forest Reserve in the Asunafo North District.

UNDP's collaboration with the Cocoa Life program, and with the national institutions and stakeholders in Ghana's cocoa sector, demonstrate the value of multi-stakeholder collaboration to solve the complex problems that face the sector. The work has not only contributed to the replanting of Ghana's 'High Forest Zone' - tropical rainforest - with many indigenous tree species - it has also demonstrated to farmers that timber shade trees are compatible with improved cocoa production, and it will provide thousands of families with long-term income.

"Mondelēz International is a long-standing partner of the UNDP Green Commodities Programme, dating back to the start of the Cocoa Life program in Ghana. We share a vision of how environmental protection should run hand in hand with improving livelihoods in Ghana `s cocoa growing communities. Through our partnership UNDP has strengthened the environmental focus of the Cocoa Life program, especially in our initiative to re-introduce shade trees in cocoa production. UNDP played a key role in distributing 1.3 million economic shade trees to Cocoa Life farmers and communities.

Together we have also championed multi-stakeholder collaboration: we believe in the value of partnerships that break down silos and bring together government, private sector, and civil society to create lasting systemic change. Within the program this was achieved through the multi-stakeholder events on Community Resource Management Area and tree tenure systems which were attended by 167 stakeholders."

Cathy Pieters, Senior Director Sustainable Ingredients & Cocoa Life, Mondelēz International

Photo: © UNDP

DOMINICAN REPUBLIC

In the Dominican Republic the enduring value of the process to align stakeholders behind a shared vision safeguarded achievements beyond the end of the initial programme. The Dominican cocoa sector has seen increased collaboration among stakeholders, such as cooperatives and exporting companies joining forces to improve financing to farmers to improve productivity, distribution of better seedlings and to reduce the risk of possible entry of devastating pests. These actions were stipulated in the National Action Plan, which was developed through an extensive multi-stakeholder collaboration process with all the main players of the cocoa sector, and was later adopted by the government as a framework for development of the country's cocoa sector. 40,000 cocoa farms – with an average size of 4 hectares – stand to benefit.

Since 2016 the UNDP Country Office has played a coordinating role for the implementation of Mondelēz International 's Cocoa Life program with a specific focus on empowerment activities for young people and women.

CÔTE D'IVOIRE

In Côte d'Ivoire, the largest cocoa producer in the world, we saw the value of supporting policy reform in achieving deforestation targets. UNDP works with the Cocoa and Forests Initiative, the Permanent Secretariat for REDD+ (SEP REDD+), and the Governors' Climate and Forest Task Force. Zero deforestation agriculture has become one of the main features of the National REDD+ Strategy through a combination of innovative private sector engagement efforts undertaken by the government; a global environment for sustainability commitments supported by large cocoa companies and traders operating in the sector; and a pressing need to intensify production in Côte d'Ivoire due to ageing plantations, a growing productivity gap and reduced opportunities for spatial expansion of production. This approach covers the entire forest area of the country and is a prime result of the policy reform process supported by UNDP.

Under the Cocoa and Forest Initiative (CFI) all private sector parties are encouraged to develop country-specific action plans following the CFI Framework. UNDP collaborated with Mondelēz International in the development of their Cocoa & Forest Initiative action plan. UNDP facilitated the strengthening of various partnerships between Mondelēz International and NGOs such as Impactum to implement environmental service payment projects (PES) including between The Forest Trust and Mondelēz International to map forests across all supply areas. As part of the action plan, various capacity building activities for cocoa producers are included. Mondelēz International and its suppliers will together implement several agroforestry projects. UNDP supported the set-up of the public-private partnership between SEP-REDD and Mondelēz International, which included commitments for the implementation of Mondelēz International's CFI action plan.

COFFEE

Photo: © UNDP Peru

As with other economically significant commodities, coffee growing carries the risk of farm expansion into primary forest areas, and variations in the global price put producers at risk even in good harvest years. In Peru, UNDP's work in multi-stakeholder collaboration in the COFFEE value chain has led to the opportunity to embark on a similar program in cocoa, with plans being developed for Peru's palm oil sector in addition.

PERU

In Peru, we achieved such success in one sustainable commodity sector that it drove requests for interventions in other sectors in the country.

Peru's Amazon regions are predominantly characterized by smallholder family production systems, including coffee, cocoa, and cattle. Palm oil is produced both by smallholder producers and larger corporations. Farming and cattle ranching support millions of smallholder families in the region, the majority of whom are not organized into cooperatives or associations.

In these priority commodity sectors UNDP seeks to facilitate multi-stakeholder dialogue and collaboration. Starting in 2016, UNDP supported the Peruvian Ministry of Agricultural Development and Irrigation (MIDAGRI) and the National Coffee Council to establish a national dialogue process for Peruvian Coffee to build a joint vision resulting in

the National Coffee Action Plan, which was approved and legalized by Peru's president in December of 2019. Following the progress made in the coffee sector, which employs more than 2 million Peruvians, the government requested UNDP's help to develop a similar strategy and action plan for its cocoa and palm oil sectors.

In cocoa, UNDP, together with other development partners such as the Inter-American Institute for Cooperation on Agriculture, has facilitated a multi-stakeholder dialogue built on earlier multi-stakeholder dialogue forums. The process enjoys considerable momentum, not least due to the active role of the key stakeholders organized in the 'Grupo Impulsor' (roughly translated as the 'catalyst group'). Like in coffee, the process will produce a strategy/ action plan that will guide investments and activities for all stakeholders.

"One of the most ambitious and relevant projects that we have been supporting is the UNDP's Green Commodities Program. It seeks to effectively coordinate the main stakeholders –government, the private sector, civil society, academia and development partners, in order to create a joint vision for coffee and cocoa in Peru.

The National Coffee Action Plan 2030, a multi-stakeholder initiative, marks an important milestone and is a strategic tool aimed to develop Peruvian coffee. Its focus lies on improving sustainable production, profitability and quality of coffee, while promoting low carbon-emission technologies and conservation of forests. It provides the basis for further improvements in the livelihoods of coffee growing families as well as for social and financial inclusion. The implementation of the Action Plan will be a challenging process and has only just begun. We are pleased to be part of this important endeavour and to renew our partnership with UNDP, dedicated to strengthen overall governance in the coffee and cacao sectors."

Alain Bühlmann, Director, Swiss Cooperation (SECO) Peru

Photo: © Rodrigo Flores

CASHMERE

The sustainability challenges of CASHMERE have some parallels with other commodities, such as the complexity of a global value chain and a range of definitions of what qualifies as 'sustainable.' However, the open grazed part of the sector has the additional pressure of communal grazing traditions, where the motivation of an individual herder to increase herd size will, when multiplied over many herders, lead to severe overgrazing and degradation of the landscape.

MONGOLIA

In Mongolia UNDP's intervention as a neutral actor strengthened the capacity to collaborate effectively among multiple actors.

There is a lot of organisational competition in the field of sustainable cashmere in Mongolia – sometimes with duplication of efforts in the developing of standards, traceability mechanisms, capacity building programmes, etc. Therefore, a mechanism for continuous multi-stakeholder dialogue is urgently needed. In this complex context, UNDP is seen as the neutral actor with the ability to bring everyone together and help align common interests around a joint plan of action.

Much on-the-ground support to herders and producers is delivered by the many organisations working in Mongolia before UNDP became involved. The multi-stakeholder approach aligns this work and makes the individual efforts add up to a systemic change in the sector, which supports nearly a million herders, or one third ot the country's population.

Photo: © UNDP CGP

PINEAPPLE

PINEAPPLE production is economically vital – Costa Rica dominates the world market which is worth $2 billion per year. However, the use of toxic agrochemicals and the problem of safely disposing of pineapple waste bring problems that multi-stakeholder collaboration can effectively address.

COSTA RICA

In Costa Rica combining policy reform with economic incentives achieved significant improvements in sustainability.

Policy reform was embedded in the pioneering National Action Plan for Strengthening Responsible Production and Trade of Pineapple, which was formalized in 2016. The Plan covers 12 agenda items, tackling the root causes of agrochemical contamination, unsolved labour rights, among other social and environmental challenges. The Plan was made official through a Presidential and inter-Ministerial Decree: a high-level monitoring committee made-up of government, civil society and business representatives was set up to oversee its implementation. More than 150,000 producers in the supply chain saw the benefits.

Farmers were incentivised by initiatives to generate economic opportunities from pineapple's organic waste, which can be used to produce alternatives to leather or linen. This also reduces the waste from pineapple plants, which in turn restricts the breeding cycle of the Stomoxys Calcitrans fly – a serious threat to cattle farmers.

Photo: © Phoenix Han

FISHERIES

Photo: © UNDP GMC Indonesia

The oceans regulate our climate, shape our weather, store over 90% of earth's carbon dioxide and are an important source of food, transport, energy, and recreation. Overfishing, illegal, unreported and unregulated FISHING, insufficient data and management, climate change, increasing inequality, market demand, economic interests, among others, threaten the sustainability of marine resources.

UNDP, building on its trusted relationship with governments and its experience and expertise in multi-stakeholder collaboration for systemic change, works through the Global Marine Commodities project to promote a holistic approach for sustainable fisheries through Marine Commodity Platform approaches in Costa Rica, Ecuador, Indonesia and the Philippines. UNDP partners on implementation with the Sustainable Fisheries Partnership, and the Global Maine Commodities project is funded by the Global Environment Facility.

COSTA RICA

In Costa Rica's fisheries a well-informed and properly incentivised private sector was engaged in a process of dialogue to achieve sustainability improvements.

The National Platform of Sustainable Fisheries of Large Pelagics directly contributed to the establishment of the first Fishery Improvement Program (FIP) in the country and the first multi-gear and multi-species FIP in Central America. This FIP was initially coordinated under the Platform scheme and with a public-private partnership approach facilitated by UNDP.

A successful sector transformation needed to improve the market prospects for the Costa Rican longline fishing sector. 75,000 work in the sector: fishermen and women expected direct (monetary) benefits rather than a series of restrictions which increased their costs of production. Against this background, UNDP supported Costa Rica's efforts to position the sector on international markets that demand sustainable fishery products by visiting

the North American Seafood Expo and connecting buyers who wanted products from sustainable sources such as the FIP. It also engaged with the FIP directly. Through the FIP and its Market Support Group composed of international buyers, a closer collaboration with the whole supply chain emerged. Fishermen and women and the export industry became increasingly aware of the opportunities arising from the promotion of Costa Rica as a sustainable fishery producer. As FIP implementation progresses, international buyers are expected to financially contribute to the improvement of the sustainability performance of the longline fishery.

ECUADOR

In Ecuador's fisheries economic Incentives flow from the connections made between FIPs and international seafood buyers to achieve greater interest in purchasing sustainably sourced seafood, and Policy Formulation has succeeded in lobbying the government of Ecuador to adopt stronger conservation and management measures, more effective shark conservation, and better monitoring, control, and surveillance measures benefiting 105,000 fisheries workers.

INDONESIA

Indonesia is one of the biggest fish producing countries in the world. The entire fisheries sector benefits from the achievements of the Multi Stakeholder Platform for Sustainable Fisheries launched by the Ministry of National Development Planning (BAPPENAS) with coordination with other ministries, and active support private sector, academia, and civil society. With reference to the Republic of Indonesia Presidential Regulation No. 59 of 2017, which supports the implementation of the Sustainable Development Goals, the platform strengthens economic incentives by building a Strategic Plan and Alliance which enables Indonesia's fisheries to meet international sustainability standards and global and domestic demand for sustainable fishery products.

Fishery Improvement Projects and Fisheries Management Areas provide a framework for coordinated strategic alliance in harmonising policy and management measures in the sector, coordinating existing actions, investment and resources to further support the sustainability of Indonesian fisheries, with pilot projects in Blue Swimming Crab and tuna fisheries.

PHILIPPINES

The Philippines is a major player in world fisheries, with more than one million people employed in its seafood value chains.

Reformed policy mechanisms are key to achieving success.

The Philippines has one Multi Stakeholder Platform – the Sustainable Marine Commodities Platform - with two working groups, each focused on a key fishery: the Blue Swimming Crab (BSC) fishery and the Octopus Fishery. These fisheries each have different requirements for capacity building, with 70% of the BSC harvest consumed locally, being processed largely by women with low salaries and poor working conditions, whilst Philippines's octopus is the largest source for the US market.

Economic incentives are strengthened by the involvement of the BSC and Octopus supply-chain stakeholders in Fisheries Improvement Projects, which also influence policy by working to encourage improvements in regulation and management at government level, mainstreaming sustainability through reformed policy mechanisms.

Photo: BSC fishing gear

STRENGTHENING SYSTEMS THROUGH INNOVATIVE INITIATIVES AND INTERVENTIONS

Photo: © Lisa Kessler

Photo: © María Paz Gonzales/ UNDP Peru

Many innovative initiatives and interventions have been developed by UNDP GCP to strengthen the systemic approach of multi-stakeholder collaboration.

Innovative thinking is at the heart of GCP. In the Good Growth Partnership, led by GCP, the biggest levers along key commodity supply chains are pulled to maximise responsible consumption, sustainable production, and sustainable finance. Comparing Business as Usual and Sustainable scenarios in Targeted Scenario Analysis causes decision makers to consider new options and sustainable futures, while leading-edge remote sensing technology reveals whether landscape change is legal or illegal in the MOCCUP project.

GCP's expertise ranges from major **initiatives** such as the Good Growth Partnership to custom-built **interventions** such as Targeted Scenario Analysis and the Causality Assessment for Landscape Interventions (CALI). The implementation varies according to each situation: in some cases, the full range of tools will be used within a National Action Plan, in other cases an individual customized intervention will be used as part of a pre-existing programme. Whatever the application, all are rooted in multi-stakeholder collaboration for systemic change and the knowledge that without wide-scale stakeholder support, change may be resisted or at best be only incremental.

In the following section, these innovations are described according to the challenge area they address – deforestation, farmer support, policy reform, landscape management, learning, and transformation literacy.

DEFORESTATION

Deforestation is the second largest driver of climate change after fossil fuel combustion. UNDP's efforts to simultaneously address the deforestation and climate crises include the UNDP Climate & Forests Programme and the UN-REDD partnership, which assist countries implement UNFCCC REDD+ provisions as well as articles 5 and 6 of the Paris Agreement.

These typically include the restoration of forest cover while achieving the objectives of poverty reduction, human and social development of local communities within a framework of social, cultural and gender equity. They also include a series of policies and measures to combat deforestation and forest degradation through the promotion of zero-deforestation agriculture in the cocoa, palm oil and other commodity sectors; community restoration and sustainable forest management; a payment for ecosystem services system; and spatial planning and structural reforms for a transition to a green economy.

UNDP also hosts the New York Declaration on Forests and the Central African Forest Initiative. Stopping deforestation is the core objective of a wide range of conservation efforts around the world. UNDP brings its integrated economic and environmental focus to the issue, understanding that without the ability to make a living, people will place environmental considerations far down their priorities.

UNDP's key influence is on deforestation-free commodities and value chains. As a component of the wider drive for zero deforestation, commodity sectors offer an opportunity to drive systemic change.

THE GOOD GROWTH PARTNERSHIP

An integrated approach to sustainable production, demand and finance

The Good Growth Partnership was initiated in 2017 by the Global Environment Facility (GEF) and convenes a wide range of stakeholders and initiatives throughout soy, beef, and palm oil supply chains to reduce deforestation and enable sustainable development. Led by UNDP, the Partnership unites the efforts of Conservation International, the International Finance Corporation, the UN Environment Programme and WWF.

Instead of treating production, demand and finance interventions as separate tracks, the Good Growth Partnership is distinctive because it looks at them as interconnected and hence proposes an integrated response that enhances financial incentives and investments and increases demand for sustainably produced agricultural commodities.

The Partnership focuses on landscapes in four commodity producing nations: Brazil's Matopiba region in the country's Cerrado tropical savannah ecoregion; important ecosystems in the Indonesian islands of Sumatra and Kalimantan; the biodiversity-rich northwest of Liberia; and the semi-arid Chaco region of Paraguay. These landscapes are prioritized by the Partnership due to their high conservation value and proximity to agricultural production and deforestation. Simultaneously the Partners work with key buyer and consumer stakeholders in regional and global commodity markets to influence responsible demand. The Partnership is focused on engaging major multinational corporations, financial institutions, global banks, and public regulators to strengthen corporate policies and investment standards. To date, GGP has protected more then 110,000 hectares of High Conservation Value land, engaged 303 organisations in multi-stakeholder collaborations, set up or supported 18 commodity platforms and forums, and brought 98 companies into project activities and advancing their commitments to sourcing reduced deforestation soy, beef, or palm oil.

"Through platforms like the Good Growth Partnership we can ensure that we collectively protect the natural ecosystems and soil on which our food systems depend. Achieving this transition requires a holistic, system-wide approach. Increasing demand for food is one of the major drivers of biodiversity loss, ad degradation, and depletion of water resources. Through the Good Growth Partnership, the partners collectively address the key drivers of environment degradation and therefore contribute to the systemic change we need."

Gustavo Alberta Fonseca, Director of Programs, Global Environment Facility

FROM COMMITMENT TO ACTION

Encouraging promises to be kept

From Commitment to Action (FC2A) works in Colombia, Peru, and Ecuador to support governments and companies to accelerate a reduction in deforestation from agricultural commodities in key forest eco-regions. At the centre of the project is the collaborative development of a roadmap for each country, highlighting actions planned, and further actions needed, to the commitments made by these countries' governments and companies to reduce deforestation from commodities.

Phase 1 of FC2A has built on UNDP's role as a trusted development partner through the UNDP regional and Country Offices in these three countries. Through UNDP GCP's motto, Multi-Stakeholder Collaboration for Systemic Change, FC2A has brought together public and private sectors, with civil society, to define these roadmaps.

National and Subnational Dialogues have been the key events on the way to the three roadmaps, which have:

1. **Taken stock of existing commitments by government and the private sector (domestic and international) to reduce deforestation from commodity production in the country.**
2. **Identified policies, actions, or lack of action by public or private sectors, that are enabling continued expansion of commodity "footprints" into primary and secondary rainforest.**
3. **Considered the initiatives already planned and budgeted for, to meet the commitments, and highlighted gaps where additional policies, actions and spending are required.**

The initiative launched its in-country activities in early 2019. Following the Dialogues, the FC2A initiative produced a roadmap for each country identifying where there are still systemic barriers to the efforts to accelerate a reduction in deforestation of the Amazon. The results, summarised in the report From Commitment To Action: Supporting Deforestation-free Commodity Supply Chains From The Amazon, emphasize just how complex it is in each country to create the right context with all the regulations, plans, incentives, and capacities in place so that production practices are transformed.

Phase 2 includes promoting the approach of FC2A for other countries where they want to replicate process and develop their roadmaps for identifying systemic issues to address to deliver on 2030 deforestation commitments. Colombia supported subnational dialogues for the beef and dairy sector to build on the work done, and options are being explored for continuation of this.

As we investigate concrete pathways and renewed efforts to implement the NYDF Goals, the NYDF Global Platform welcomes the FC2A report, which proposes specific country roadmaps and recommendations to strengthen implementation. This focus on implementation is key to accelerating momentum from commitment to action by NYDF endorsers and other influential stakeholders.

New York Declaration on Forests Global Platform

Photo: © UNDP

FARMER SUPPORT SYSTEMS

Effective farmer support systems – often called extension services – are essential if farmers, especially smallholders, are to improve their livelihoods and reduce their environmental impact. However, there are currently no existing blueprints to strengthen national/subnational farmer support systems – locally-tailored solutions are essential to maintain a locally owned perspective. Setting up comprehensive farmer support systems in developing countries is exceedingly complicated and some elements are clearly beyond the capability or sphere of influence of actors seeking to directly strengthen such systems.

Strengthening Farmer Support Systems

Celebrating the 50th anniversary of International Earth Day on April 2020, UNDP launched a new way of helping farmers: Multi-Stakeholder Collaboration for Systemic Change: A New Approach to Strengthening Farmer Support Systems, a guidance note which encourages and guides governments to develop new partnerships, enable innovation and strengthen financing for farmer support systems for sustainable commodity production. It has been developed in close collaboration with five countries including Indonesia and Peru who were either involved in piloting parts of the methodology or specifically provided insights on how to adapt the tool to their country`s specific requirements.
The document, which also includes a practical Diagnosis Scorecard, provides guidance to sustainable commodity production practitioners from government, civil society, and private sector on how to collaboratively assess and strengthen farmer support systems to achieve the broader goal of improving livelihoods and protecting vulnerable ecosystems. focus and guidance are a major part of UNDP's Strategic Plan and draws on 10 years of UNDP addressing the sustainability challenges of highly traded commodities.

The Farmer Support Toolkit is intended to:

- Facilitate multi-stakeholder collaboration for systemic change leading to joint diagnosis, investigation, and agreement on systemic solutions to strengthening existing farmer support systems.

- Support the elaboration of updated collective vision, strategies and implementation plans for national and subnational farmer support systems.

The next phase of development will be to run pilot in-country programmes based on the new approach.

Photo: © Isabella Juskova

POLICY REFORM

Governments, and the fiscal and regulatory environments they create, provide the context for other stakeholders to operate in. Whether these environments are positive or negative towards sustainable approaches will define the direction that stakeholders take. Policy reform is a powerful tool for governments, and effective reforms will guide commodity sectors towards more sustainable outcomes.

Targeted Scenario Analysis

UNDP developed Targeted Scenario Analysis (TSA) as a response to a growing demand from decision makers and stakeholders for more policy-relevant sustainable development analysis to support national Sustainable Development Goals. Faced with a profusion of policy, management and investment choices, decision makers often cannot work out how different options affect the multiple economic, environmental, and social objectives that they want to achieve.

TSA is an innovative approach that develops scenarios to provide focused direction towards specific sustainable development policy and investment choices. It captures and presents the value the contribution of ecosystem services to sectoral development within a decision-making framework, thereby helping make the business case for sustainable policy and investment choices.

TSA also reflects the growing recognition that early meaningful engagement and advocacy with decision-making stakeholders is crucial. They must be involved from the beginning of any analytical exercise for research and implementation to be successful.

TSA presents a balanced presentation of economic and financial evidence that weighs up the pros and cons of continuing with business as usual (BAU) or following a sustainable development path of sustainable ecosystem management (SEM). The TSA approach increases the likelihood that informed decisions will result in the cost-effective management of ecosystems and sustainable development policies.

TSA Global Portfolio Map

Colombia	**Kazakhstan**
Cuba	**Liberia**
Ecuador	**Paraguay**
Fiji	**Peru**
Indonesia	**Thailand**

In Mongolia, **Dr. Ganzorig Gonchigsumlaa**, co-author of a TSA study on protected areas, states:

"The TSA demonstrated its value as an effective tool for advocating for both immediate and longer-term changes by the Minister of Environment. The study helped to secure the existing funding for protected areas, based on the valuation of the ecosystem services they provide, and enabled the creation of a fund for the long term".

TSA has been used to underpin decision making in many countries, as shown on the map including in Cuba for key sectors such as human settlements, tourism, fisheries, agriculture and protected areas; in forests and cattle farming in Colombia; artesian and small-scale mining in Ecuador; cocoa in Peru; forests and cattle farming in Paraguay; forestry in Liberia; the illegal wildlife trade in Thailand, and forest/palm oil in Indonesia.

Value Beyond Value Chains – Private sector and government together

Value Beyond Value Chains (VBV) focuses on how to increase the effectiveness of private sector collaboration with national governments in developing countries, with the objective of building the enabling conditions for the sustainable production of major agricultural commodity crops driving deforestation.

Companies currently invest significant resources into supply chain management approaches, but little into effective cross-sector collaboration with producer governments. But there is no long-term solution to the challenge of deforestation in producer countries without effective land use governance.

VBV aims to shift mindsets, influencing the private sector to take more systemic approaches. It produces guidelines for companies, practical advice to companies on how to influence the enabling conditions for sustainable production, and to trigger action on the ground, catalysing more systemic Public Private Partnerships in key hotspot countries.

It does this by advancing good practice: developing guidelines and recommendations to influence companies and governments to engage in more impactful public-private collaboration. It builds capacity for public private collaboration, developing the case for companies to invest in more effective engagement with governments and for governments to invest in more effective engagement with the private sector.

Guided by an advisory group including Mars, Mondelēz International, Cargill, IKEA, Tesco and Proforest, VBV has developed a Corporate Action Matrix to enable companies to navigate the complexities of supply chains and identify where to take action to achieve the maximum impact.

Read and download the first version of the VBV Private Sector Guidance Note here.

Photo: © UNDP

LANDSCAPE MANAGEMENT

Impact is often described as "on the ground" and this is entirely true for landscape management initiatives. Whatever the intentions of stakeholders around forest conservation and higher yield farming, without effective landscape management these aspirations will be difficult to achieve, and progress will be impossible to track.

Causality Assessment for Landscape Interventions (CALI)

Causality Assessment for Landscape Interventions (CALI) is part of the GEF funded Good Growth Partnership (GGP) project. It responds to the need to improve the understanding of the most effective strategies to improve commodity production while preserving forests at the landscape level.

CALI can be used and applied by any project team interested in assessing the impact of a Project on deforestation, considering key factors in the landscape.

The tool consists of a methodology/implementation guidebook and formatted templates in which relevant data can be inputted and processed following the clear instructions provided in the implementation guide.

CALI has three main stages: First the Scoping phase where all the relevant information is compiled to guide the implementation of the CALI; second, a Baseline Assessment is performed where a qualitative and quantitative understanding of the status of the landscape and its evolution over time is developed; and third, the Project Causality is assessed to understand how a project has contributed to deforestation reduction, considering all relevant factors inside the landscape.

The results and recommendations of the tool can be used to adjust and guide implementation of the Project or new projects to maximize impact.

Photo: © María Paz Gonzales, PNUD Perú

The CALI will be fully applied to Eastern Paraguay under the Green Landscapes project. A full baseline assessment will be done in South Tapanuli, and support will be provided to project teams in Liberia, Paraguay, and Indonesia to assist with their baseline work in the GGP landscapes.

Root Cause Analysis

Root Cause Analysis recognizes that treating symptoms will not solve a problem: the underlying cause must be uncovered. Root Cause Analysis is used extensively in UNDP, especially at the project design stage.

RCA is highly effective at identifying systemic issues because it finds the deepest cause in a causal chain that can be resolved. The technique is to identify the symptom and its direct cause, then progress through a series of intermediate causes until the root cause becomes apparent.

MOCCUP

The Land Use Change Monitoring Tool for Production Landscapes Tied to Tenancy (MOCCUP) is used for the sustainable management of agricultural commodity production landscapes in Costa Rica. It was developed by the Ministry of Environment, supported by GCP, the UN REDD Programme and the Global Environment Facility.

MOCCUP uses remote sensing to generate annual digital maps of agricultural commodity and forest cover areas. The year-to-year changes are compared with the records of the Costa Rican Property Registration Directorate to identify legally authorised changes and those which have occurred outside the regulations. The data is published through the National Land Information System, enabling private sector users to identify products that come from deforestation-free production units, and public sector institutions can more effectively enforce the Forestry Law and the Protected Area system.

MOCCUP started in 2016 focused on the pineapple sector and has now expanded to cover pastureland, sugar cane and palm oil production areas.

LEARNING THROUGH SHARING

Operating in so many countries with such a wide range of commodities generates a significant quantity of insights which are at risk of remaining in their country or commodity 'silos.' Through its system of knowledge management and sharing GCP ensures that lessons learned in one area are transferred for use elsewhere.

8 different agricultural and marine commodities, the Green Commodities Community works to increase and enhance connectivity among its members, creating a global network of changemakers, and to promote robust multi-stakeholder dialogue for systemic change.

The Green Commodities Community

The real experts on reducing deforestation are those who work in commodity supply chains around the world. Through its network of dedicated practitioners, the Green Commodities Community harnesses and shares this collective intelligence and experience.

Building on the convening power of UNDP and the Good Growth Partnership, the Green Commodities Community connects commodity practitioners around the world and provides a safe space for them to share their knowledge and experience.

The Community embodies learning through sharing: it captures the tangible workings, lessons and methods of a wide-ranging community, the voice of those in-country and worldwide, and turn their individual experiences into guidance and best practice documents to assist practitioners working to accelerate sector transformation with the challenges they encounter in their day-to-day work.

Building knowledge across a wide range of online and in-person activities and with representation of 12 commodity-producing countries, 30 organizations and

"Fundamentally our issues are the same, despite the fact we are all dealing with very different commodities, policies, and diverse cultures. The Green Commodities Community reminds you that you are not alone."

Rini Indrayanti UNDP-Indonesia Sustainable Palm Oil Platform Manager

The Good Growth Conference – Face to face and immersive

The Good Growth Conference is the face-to-face manifestation of the Green Commodities Community. It shares knowledge, inspires action, and cultivates change. It is celebrated every 18 months in a strategically selected location, is an immersive learning experience which aims to inspire new understanding and foster meaningful global connections at the frontiers of agriculture and deforestation. This one of a kind gathering equipped delegates with the network and tools needed to influence the way we produce, finance, and demand agricultural commodities.

Organized by UNDP under the Good Growth Partnership in collaboration with its founding partners with support from the national host governments, the Conference enriches perspectives and provides new insights among an array of supply chain actors including representatives from government, local authorities, youth, women's and indigenous groups, technology experts, journalists, and business leaders.

Beyond fostering new partnerships and furthering knowledge exchange, the Conference is designed to provide a uniquely designed in-person meeting for the Green Commodities Community members to boost their networking.

Visit the Good Growth Conference website to learn more about the last edition in May 2019. Many sustainability conferences spend most of their time in a city hotel and take a quick trip into the field: the Good Growth Conference reversed this with four days in the Peruvian Amazon and one in a hotel in Lima. After a high-level session in the capital, attended by the former President of Peru, delegates journeyed to the Amazon for an in-person learning experience over four days of immersion in the San Martín region. There, practitioners had the opportunity to experience life in the rainforest, participate in sustainability workshops and dialogue, interact with fellow commodity practitioners from all over the world, meet local community and indigenous leaders, and share skills as well as expertise with peers.

Surrounded by one of the world's most important ecosystems, delegates from all over the world focused on innovative ways to transform the agricultural commodities sector towards a more sustainable model.

"Having the opportunity to be immersed in the forest, with different stakeholders from diverse backgrounds, was extremely enriching. It was a unique opportunity to deep dive into multi-stakeholder, landscape, and financing approaches. I returned to Lima inspired and with the certainty that the work we do is important and can indeed have impact."

Martin Peter, Director of Economic Development Cooperation in Peru, SECO

A virtual edition of the Good Growth Conference was organised in May 2021.

Conscious Food Systems Alliance – Reconnecting with ourselves, each other, and nature

The years up to 2030 have been designated the "Decade of Transformation" leading to the 2030 Sustainable Development Goals. In our work in commodity systems, it has become clear that individual change is the key to unlocking systemic change. UNDP is embarking on a range of initiatives to reconnect people and systems and equip changemakers to transform themselves and the systems they work within.

Given the limited time that we have and the collective action imperative to move into a safe and just 'operating space for humanity' we need to explore the drivers that can catalyse major 'systems change' or 'transformation.' We have the science, technical capacity and technological tools to chart our way through the transformation. However, we are lacking the collaborative mindset and agreed priority values required to leverage necessary change. Until we address the fundamental issues entrenched in value and belief systems, we will not be able to enact the necessary and critical actions to set us on a path for planetary sustainability.

In this context, UNDP GCP is exploring the role of consciousness and the potential of proven approaches such as mindfulness, somatic transformation, systems leadership, indigenous and feminine wisdoms to advance sustainability. Fundamentally, helping us to reconnect with ourselves, each other and nature can build the inner foundations – mindsets, values, and skills – for the actions and outcomes our society and planet needs.

We are at a pivotal moment – the launch of the 'great reset,' the wave of action to 're-build better.' Now is the time and the opportunity to introduce new narratives and new ways of thinking and feeling so that individuals can through awareness and compassion for themselves and others be powerful agents of change. Our aim is to help individuals better cultivate constructive thoughts and emotions and challenge unhelpful mental patterns and embodied habits to engage differently and co-create solutions with others.

In particular, the transition towards sustainability requires a new leadership based on « being » (authentic, purposeful, compassionate, mindful, etc.), rather than only « doing ». Leaders – in public and private sectors - need to access their feelings and whole-body intelligence – head, heart, gut – to facilitate this transformation. It will be this 'consciousness' approach that will unlock the full potential of the 'technical' capacity and solutions that we have developed over decades but never scaled appropriately.

The Conscious Food Systems Alliance will work with partners to prototype innovative approaches to consciousness-driven sustainability, deliver training to individual practitioners and teams working together, and promote the importance of consciousness approaches in achieving food systems transformation.

Photo: © Corinne Kutz

Photo: © Omotayo Tajudeen

Putting it all together

What have we learned about the future of systems change?

There are approaches to transforming systems, and there are approaches to transforming individuals, but these are too often not connected in a way which could achieve their full potential.

After 10 years of efforts to transform agricultural systems,

what focus should we adopt for the next 10 years?

We have learned that systems change can be approached at three levels – the whole System, the Community, and Individual levels. Much effort is devoted to transforming the system level (often at a global scale, for example in supply chains) and the Community level (for UN organizations, often with national and regional governments) but at the Individual level, opportunities for improvement are often not integrated with the other two levels. We lack the collaborative and leadership mindset to put solutions into action: New initiatives such as the Conscious Food Systems Alliance and UNDP's work with MIT's Presencing Institute are the first steps to close this gap.

Systems at three levels

System

Embrace a systems mindset

- Embrace complexity
- Let go of predefined outcomes
- Listen to the wisdom of the system
- Start with what is true now
- Pay attention to what is important, not just what is quantifiable
- Think long term

Community

Facilitate co-creation and collaboration

- Convene a diverse set of stakeholders
- Build trust and relationships
- Develop a sense of shared ownership
- Stakeholders determine what to prioritise and work on
- Use best practices in collaborative dialogue and innovation
- Work iteratively and adaptively

Individual

Build systems leadership capacity

- Engage hearts as well as heads
- Attend to the individual journeys of transformation
- Build the skills of collaborative leadership
- Develop capacity to work with conflict and systemic power
- Stay humble. Keep learning

UNDP and others frequently work at the System and Community/National levels to achieve change. At the Individual level, less effort is visible. Also, efforts to transform individuals are not integrated with the System and Community/National level, such that transformed individuals may lose heart and leave the sector because of the difficulty of achieving change at those levels.

At the Individual level, many "discrete" personal development approaches are available – meditation and other forms of mindfulness, somatics, feminine and indigenous wisdoms, to name a few – but these promise individual benefits of awareness and capability which it is up to the participant to connect to her work in systems change.

There are approaches to transforming systems, and there are approaches to transforming individuals, but these are too often not connected in a way which could achieve their full potential.

Our experience tells us that what is needed is a greater emphasis on changing individual mindsets more towards nature, leadership, and sustainable solutions. The mindfulness techniques detailed above are tools that will help with this, but we need to craft connections to the wider system levels. It is often noted that limitless growth on a finite planet is not sustainable, but this needs to be an individual-level transformation - as long as material wealth and growth are individuals' priorities the current systems will not change.

Springing from Donella Meadows' Leverage Points insight that not all interventions in a system are equal – and that a small effort expended at the end of the lever, in the area of paradigms and mental models, can achieve massive change, we argue for more emphasis on the Individual level, to achieve Transformation Literacy, whilst simultaneously working on the System and Community levels to enhance individuals' opportunities to intervene effectively.

Illustration: Carlotta Cataldi, UNDP.

"Paradigms are the sources of systems... there's nothing necessarily physical, expensive, or even slow in the process of paradigm change. In a single individual it can happen in a millisecond. All it takes is a click in the mind, a falling of scales from the eyes, a new way of seeing" she said.

The paradox is that systemic change involves transformation 'en masse', but within that mass population the individual actors must be equipped with the skills and approaches that will enable them to change as individuals in support of the wider change. Our innovative approaches – UNDP/ Presencing Institute and the ConsciousFood Systems Alliance – are vital contributions to that transformation.

We now understand that we must achieve a better balance in three levels of attention: on the individual, the community, and the system. We must transform individuals to participate fully in system change, whilst simultaneously continuing our work at the community and system levels to enable the participation of those individuals.

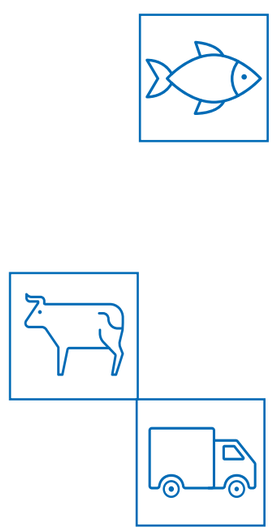
In the 1930s, U.S. bank robber Willie Sutton was asked why he robbed banks. He reportedly replied, "because that's where the money is." In balancing our efforts to achieve systemic change we should place more emphasis on the individual level – because that is where the mindsets are.

GCP enters the next 10 years in a spirit of collaboration, growing the future together on the wider canvas of Food and Agricultural Commodity Systems. Just as we advocate for the breaking down of silos for collaborative working in food systems, so we must break down the silos that exist between organisations in development assistance and beyond. We work with many partner on all levels as can be seen in our partners section and we are constantly looking for new partners to join us to explore all levels of systems."

What we observe is that business as usual is not working and we need to keep finding better ways to work as a collective. We need a constant stream of innovation for the Decade of Transformation, and effective collaboration is a key part of this stream. The relationship between technical solutions and collaborative systemic change is a virtuous circle: improving multistakeholder collaboration improves adoption of new technical innovations which, as they succeed, improves trust and collaboration.

As we change our focus to align efforts at the three levels of systems, we must also increase the intensity of our work. As GEF CEO and Chair Carlos Manuel Rodriguez said in our 2021 Good Growth Conference, "for too long we have been on defense – trying to reduce harm, trying to minimise damage to ecosystems and livelihoods. Now it is imperative that we go on the offense, pro-actively improving ecosystems and livelihoods by harnessing the energy of our whole system approach."

We have the tools, we have the understanding we need, now let's step up and, to repeat Gandhi, "be the change we want to see in the world."



PARTNERS

Photo: © Unsplash

GOVERNMENT PARTNERS

BRAZIL

Ministry of Environment (MMA)

Ministry of Agriculture, Livestock and Supply (MAPA)

Ministry of Economy

Brazilian Forestry Service/MAPA

The Brazilian Agricultural Research Corporation (Embrapa)

Secretary of Environment of the State of Bahia

The Institute of Environment and Water Resources of the State of Bahia

Secretary of Agriculture of the State of Tocantins and Instituto Natureza do Tocantins

CÔTE D'IVOIRE

Ministry of Agriculture and Rural Development (MINADER)

Ministry of the Environment and Sustainable Development (MINEDD)

Ministry of Water and Forests (MINEF)

Ministry of Planning and Development (MPD)

Permanent Executive Secretariat of REDD+ (SEP-REDD)

Coffee and Cocoa Council (CCC)

SODEFOR (Forest Development Company)

Assembly of Regions and Districts of Côte d'Ivoire (ARDCI)

Regional council of Belier, Regional council of Cavally

COSTA RICA

Ministry of Agriculture and Livestock (MAG)

Ministry of Environment and Energy (MINAE)

Costa Rican Institute of Fishing and Aquaculture (INCOPESCA)

Ministry of Foreign Trade (COMEX)

National Health Animal Service (SENASA)National Guard Coast Service (SNG)

National Learning Institute (INA)

Costa Rican Ombudsman (Defensoría de los Habitantes)

DOMINICAN REPUBLIC

Ministry of Agriculture

National Cocoa Commission

Ministry of Environment

ECUADOR

Ministry of Production

Foreign Trade Investments and Fisheries, Viceministry of Aquaculture and Fisheries

National Institute of fisheries and aquaculture research

Ministry of National Defense

GHANA

Ministry of Food and Agriculture

Ministry of Lands and Natural Resources

Ghana Cocoa Board

Forest Commission

INDONESIA

Ministry of Agriculture

Coordinating Ministry of Economic Affairs

Cabinet Secretary

Ministry of Environment and Forestry

Ministry of Marine Affairs and Fisheries

Ministry of National Development Planning

Ministry of Agrarian Affairs and Spatial Planning

Ministry of Foreign Affairs

Ministry of Home Affairs

Ministry of Manpower

Ministry of Trade, Ministry of Finance

Ministry of Energy and Mineral Resources

Ministry of Public Works and Housing

Geospatial Information Agency

Governors (N. Sumatera, Riau, & W. Kalimantan), and Regents (S. Tapanuli, Pelalawan, & Sintang)

The Provincial Offices on Forest and Estate Crops in North Sumatra, West Kalimantan and Riau

District Offices on Forest and Estate Crops in Pelalawan, South Tapanuli and Sintang

LIBERIA

Ministry of Agriculture

Forestry Development Authority

Environmental Protection Agency

Liberia Land Authority and the National Bureau of Concessions

MONGOLIA

Office of the President of Mongolia

Ministry of Food, Agriculture and Light Industry

Ministry of Environment and Tourism

Mongolian National Chamber of Commerce and Industry

Ministry of Education and Science

PARAGUAY

Ministry of Environment and Sustainable Development

Ministry of Agriculture and Livestock/Vice

Ministry of Livestock

Ministry of Industry and Commerce

The National Forestry Institute

The Public Ministry

Regional government departments including Boquerón and the municipality of Filadelfia, Mariscal Estigarribia, Loma Plata, Carmelo Peralta and Puerto Casado.

PERU

Ministry of Agricultural Development and Irrigation

Ministry of Environment

Ministry of Production

Ministry of Foreign Trade and Tourism

Ministry of Foreign Affairs and The National Commission for Development and Life without Drugs -DEVIDA, Regional and Local Governments.

PHILLIPINES

Department of Agriculture - Bureau of Fisheries and Aquatic Resources (DA-BFAR)

STRATEGIC PARTNERS

GLOBAL ENVIRONMENT FACILITY (GEF)

The Global Environment Facility (GEF) is a major funder of projects supporting deforestation-free commodities. UNDP implements several of these projects through which GCP provides specialized technical support including in Peru and Paraguay. Additionally, the GEF funded the global flagship initiative Good Growth Partnership. The Partnership contributes to the GEF's commitment to assist developing countries in meeting the objectives of multilateral environmental agreements. Since 2017, the GEF has provided support to Good Growth Partnership countries Brazil, Indonesia, Liberia, Paraguay and Brazil.

MONDELĒZ INTERNATIONAL

Mondelēz International`s Cocoa Life programme is a long-standing partner of UNDP. UNDP supports Cocoa Life in Ghana, the Dominican Republic and Côte d'Ivoire which aims to improve livelihoods of cocoa farmers while strengthening communities and environmental protection in cocoa landscapes. UNDP's Global Head of Food and Agricultural Commodity Systems, Andrew Bovarnick, serves on Cocoa Life's external advisory board.

BMZ / GIZ

The German Federal Ministry of Economic Cooperation and Development (BMZ) via the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH supports the sustainability efforts and multiplier effects of the work implemented by the Good Growth Partnership. UNDP's Green Commodities Programme has been cooperating with GIZ since 2017 at the global level on strategic research, learning and knowledge sharing interventions run by the Green Commodities Community and in Indonesia. Since 2020 GIZ also supported UNDP's jurisdictional levels in Caqueta (Colombia) and West Kalimantan (Indonesia) to address deforestation and promote sustainable commodity production through dialogue on the common disconnects between actors operating within the same jurisdictions.

SECO

Switzerland's State Secretariat for Economic Affairs (SECO) supports the work of the Green Commodities Programme. This includes SECO's support to the multi-stakeholder dialogue platforms for sustainable palm oil production in Indonesia and sustainable coffee in Peru, as well as the learning network in the Green Commodities Community.

UN-REDD

UN-REDD supported global and in-country activities specifically in Costa Rica, Ecuador, Ghana, Indonesia, Paraguay and Peru to develop transition strategies for addressing drivers of deforestation and forest degradation in the context of a green economy.

PARTNERSHIP FOR ACTION ON GREEN ECONOMY (PAGE)

PAGE has supported the development of the Targeted Scenario Analysis (TSA) studies for Colombia, Peru and Ecuador and the From Commitment to Action (FC2A) initiative. They also contributed to the Solutions Journalism Initiative as part of the Good Growth Conference in 2019 in Peru.

IKEA

IKEA has supported the Indonesian Sustainable Palm Oil Platform (FoKSBI) in its work to create a National Action Plan for sustainable palm oil, as well as the development of farmer training modules to support smallholder farmers in obtaining sustainable palm oil certification.

COLLABORATORS

On the global, level the UNDP-Global Marine Commodities project partners with the following organizations to support more sustainable fisheries across the globe and the countries in which the project operates.

The **Sustainable Fisheries Partnership (SFP)** facilitates the implementation of the GCM project. The **Monterey Bay Aquarium, Marine Stewardship Council (MSC)** and the **NFI Crab Council** support the implementation of the project.

Photo: © PNUD GMC Ecuador

CONSUMER GOODS FORUM

The Consumer Goods Forum's recently launched initiative, the Forest Positive Coalition, is closely aligned with UNDP`s work on sustainable commodities, particularly in relation to sustainable palm oil in Indonesia. UNDP provides updates to CGF companies on the progress of our work in Indonesia and continue to encourage the involvement of CGF companies in aligning with and supporting the implementation of the National Action Plan for Sustainable Palm Oil in Indonesia.

GOVERNORS' CLIMATE & FOREST TASK FORCE

The jurisdictional dialogues highlight UNDP's collaborative partnership with the Governors' Climate & Forests (GCF) Task Force in both jurisdictions.

MARS FARMER INCOME LAB

The Farmer Income Lab was founded by Mars as an incubator for insights that can be put into action in through sustainable sourcing strategies, as they saw that farmer poverty is an issue for the entire agricultural industry, which poses a serious risk to long-term business resilience and growth. GCP is part of the Farmer Income Lab's Advisory Council, which provides strategic governance, technical advice and guidance, and to take action in communities and supply chains in support of the Lab's objective: to identify and test the optimal ways to drive meaningful improvements in smallholder farmer incomes. Together, the members leverage their combined expertise, convening and purchasing power to accelerate action in global supply chains.

NYDF

The Good Growth Partnership continues to work closely with the New York Declaration on Forests (NYDF) in a greater effort to align key initiatives and networks. NYDF and the Good Growth Partnership support each other on exchanging and disseminating resources and knowledge.

TROPICAL FOREST ALLIANCE

The Good Growth Partnership works closely with the TFA in an effort to align key initiatives and networks. TFA is a part of the Green Commodities Community Digital Learning Platform Advisory Group and Good Growth Partnership partners join TFA's regular partners meetings.

WBSCD

The Green Commodities Programme has a close relationship with the World Business Council for Sustainable Development (WBCSD) and its work around commodities and food systems.

COUNTRY LEVEL COLLABORATORS

BRAZIL

Instituto de Pesquisa Ambiental da Amazônia (IPAM)

Instituto Internacional de Educação do Brasil (IEB)

Brazilian Foundation for Sustainable Development (FBDS)

The Nature Conservancy (TNC)

Instituto de Manejo e Certificação Florestal e Agrícola (Imaflora)

Conservation Strategy Fund (CSF)

Instituto Lina Galvani (Vida Cerrado Park)

Center for Advanced Studies in Applied Economics (CEPEA)

Rede ILPF (ICLF Network)

Brazilian Federation of Banks (FEBRABAN)

Brazilian Association of Development Banks (ADBE)

Brazilian Association of Banks (ABBC)

COFCO

Agrosatélite, Agroícone

UNEP World Conservation Monitoring Centre (UNEP-WCMC)

Lapig - Laboratório de Processamento de Imagens e Geoprocessamento

Universidade Federal de Goiás

COSTA RICA

National University of Costa Rica (UNA)

National Technical University (UTN)

Hispano-American University (UH)

Collecte Localisation Satellites (CLS)

Spanish Embassy in Costa Rica

Federation of Costa Rican Sportfishing (FECOP)

Verde Agua Foundation

Conservation International

National Longline Fishing Sector (Puntarenas, Guanacaste, Quepos and Golfito)

Costa Rica National Chamber of Seafood and Aquaculture Exporters (CANEEP)

Sport Fishing: Pacific Sport fishing Association (APDPT)

Sportfishing Association of Flamingo Guanacaste; Walmart Costa Rica

Gente di Mare – Pescaderia & Grill Restaurant

CÔTE D'IVOIRE

World Cocoa Foundation

Care International

IDH (The sustainable trade initiative)

IDEF

Impactum

OIREN

DOMINICAN REPUBLIC

La Fundación para la Asistencia Social, Recuperación y Manejo Orgánico de Plantaciones Cacaotaleras (FUPAROCA)

Confederación Nacional de Cacaocultores Dominicanos (CONACADO)

ECUADOR

National Fisheries Chamber

Small Pelagic Sustainability FIP-Ecuador

Industrial small pelagic purse seine shipowners

Association small scale fisheries (National Coordination of fishing and related organization of Ecuador

Shipowners Association "Posorja"

Shipowners Association "Las Gilces"

Shipowners Association "Amigos del Mar"

Artisanal fishermen Association "Costa Brava"

Artisanal fishermen Association "Cultura Valdivia"

Artisanal fishermen Association "8 de Diciembre"

GHANA

A roche Ghana

Ghana Cocoa Board

Tropenbos International Ghana

World Cocoa Foundation

INDONESIA

IPB University

Conservation International (CI)

IFFCO

Indonesian Palm Oil Association (GAPKI)

Musim Mas Group

Sustainable Trade Initiative (IDH)

The Trade Hub, TNC/YKAN

World Wildlife Fund (WWF)

Yayasan KEHATI

Yayasan FORTASBI

Lingkar Temu Kabupaten Lestari (LTKL)

Sustainable Strategic Plantation Development Forum/*Forum Pengembangan Perkebunan Strategis Berkelanjutan* (FP2SB)

LIBERIA

Golden Veroluem Liberia (GVL)

The Conservation Strategy Fund (CSF)

Mano Manufacturing Company (MANO)

Solidaridad

the Sustainable Trade Initiative (IDH)

Proforest.

MONGOLIA

Sustainable Fibre Alliance

Agronomes et Vétérinaires Sans Frontières

Mongolian Wool and Cashmere Association

National Federation of Pasture User Groups

Mongolian Sustainable Finance Association

Green Gold Animal Health Project

Wildlife Conservation Society

ENSURE project

Textile Exchange

FAO

PARAGUAY

Pioneros del Chaco

Chortizer

Fernheim and Neuland Cooperatives

Collaboration for Forests and Agriculture (CFA)

National University of Asunción

Paraguayan Association of Freshwater Producers

The Rural Association of Paraguay

CREA

Mesa de Finanzas Sostenibles

ADM

Cargill

Louis Dreyfus Company

Central Nacional de Cooperativas (UNICOOP)

Unión de Gremios de la Producción (UGP)

Asociación Rural del Paraguay (ARP)

Cámara Paraguaya de Procesadores y Exportadores de Cereales y Oleaginosas (CAPPRO) Federación Paraguaya de Siembra Directa para una Agricultura Sustentable (FEPASIDIAS)

Coordinadora Agrícola del Paraguay (CAP)

Cámara de Fitosanitarios y Fertilizantes (CAFYF)

PERU

National Coffee Council as the platform. Main executive partners: Ministry of Agricultural Development and Irrigation

The National Coffee Board (representing farmers) and the Peruvian Chamber of Coffee and Cocoa (representing exporters)

Coffee Farmer Associations and Cooperatives

PHILIPPINES

Philippine Cephalopods Producers and Exporters Association, Inc. (PCPEAI)

Philippine Association of Crab Processors, Inc. (PACPI)

GOOD GROWTH PARTNERSHIP

FOUNDING PARTNERS

Conservation International (CI) - is working on the ground with producers, companies and policymakers to improve spatial mapping and land use planning, implement and validate legal requirements, and increase support for producers that improve practices and protect high conservation value areas in Brazil, Indonesia and Liberia.

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UN Environment Programme Finance Initiative (UNEP FI), alongside IFC, is contributing to the transactions project, working closely with banks and helping to make sustainable financing more accessible for businesses and farmers who require additional capital to invest in more environmentally sound practices.

World Wildlife Fund (WWF) is leading the Partnership's responsible demand project, working to raise awareness and strengthen demand for sustainably produced beef, palm oil and soy among companies, consumers, policymakers, and investors.

Under the Good Growth Partnership, UNDP is working with the following partners on a global level who provide specialised, innovative and local solutions.

ISEAL Alliance launched **Evidensia,** an online knowledge hub which synthesizes and communicates available information about sustainable production and voluntary sourcing initiatives and commitments.

Proforest is building capacity and empowering companies to source responsible commodities.

Trase, a partnership between **Stockholm Environment Institute** and **Global Canopy,** is bringing unprecedented transparency to global supply chains. In partnership with WWF, Trase is transforming how data is used for decision-making by tracking the flows of commodities from production landscapes to consumer markets and highlighting the associated deforestation risks.

Photo: © Mike Matarasso, Conservation International

UNDP
GREEN
COMMODITIES
PROGRAMME