



GOOD
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COLLABORATIVE ACTION MECHANISMS FOR FOREST POSITIVE AGRICULTURAL COMMODITIES

IMPACT OF THE GOOD GROWTH PARTNERSHIP

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COLLABORATIVE ACTION MECHANISMS FOR FOREST POSITIVE AGRICULTURAL COMMODITIES

Working simultaneously on production, demand, and finance, in Brazil, Paraguay, Indonesia and Liberia, the [Good Growth Partnership](#) (GGP) enables sustainable development in three global commodity supply chains: soy, beef, and palm oil.

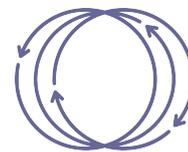
This Impact Brief covers the work of GGP in enabling national and subnational collaborative action mechanisms to reduce deforestation in Indonesia, Liberia, and Paraguay.

Over five years, the GGP established or strengthened 11 national and sub-national multi-stakeholder and commodity-focused platforms bringing together actors from public and private sectors and civil society in target commodities and landscapes, with the view to aligning on a vision and action for reducing deforestation from commodities production. These groups produced nine collaborative action plans which set out interventions addressing the root causes of shared issues, now being implemented with unlocked public and private financing and investment.

In this paper we focus on collaborative action mechanisms; other briefs in this series cover [sustainable production policies reform](#), [land use policy reform](#), [producer support systems](#), and [integrated approach using systems mapping](#).

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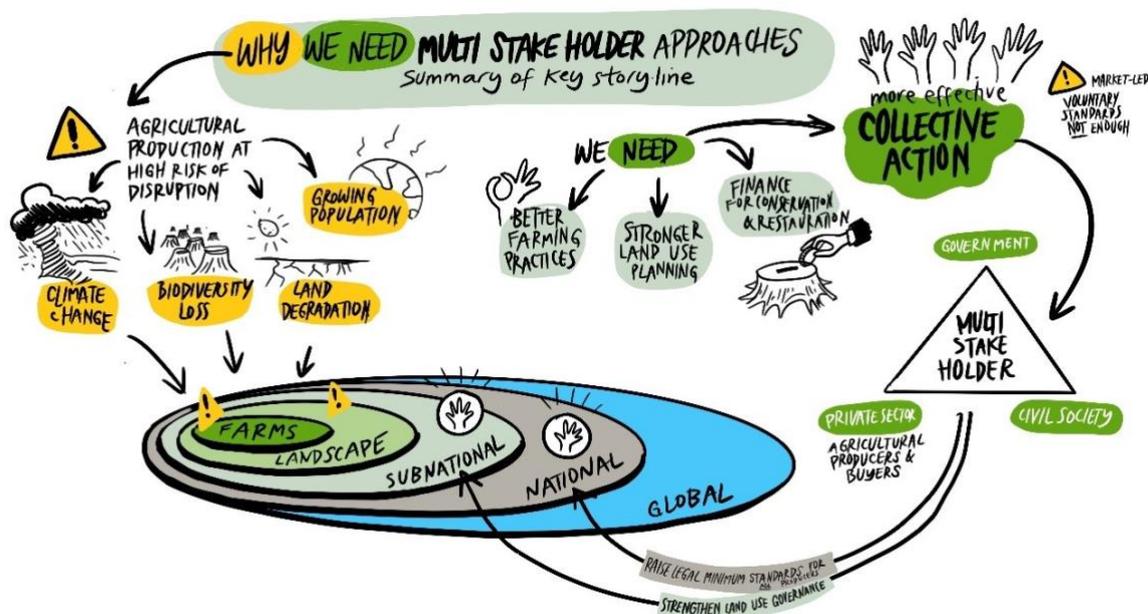
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Why Collaborative Action Mechanisms?

Those working to achieve sustainability in agricultural commodities systems face highly complex and challenging problems that lack clear answers and are situated within complicated eco-political contexts and systems. They cannot be solved by a single person, institution, or incentives, such as policies, market led or financial mechanisms.

Sustainable commodities can only be achieved if producing countries align stakeholders with differing interests, power, and voices within a shared vision for the future development of their effective collaborative action respective commodities and through meaningful engagement, commitment, and collaboration of all actors in collaborative action to generate change.

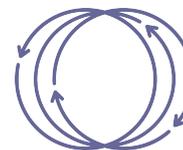


Drawing by Carlotta Cataldi © UNDP.

This simple picture captures the why, what, where and who of multi-stakeholder collaborative action for sustainable agricultural commodities systems.

The Impact of Collaborative Action Mechanism

The foundation of the GGP collaborative action mechanism is a multi-stakeholder, commodity-focused platform convened at national, sub-national and landscape-levels. The Action Plans that emerge from these platforms are built upon the trusting relationships created through these group processes, which result in wide support for their implementation, leading to the expected impact of an improved enabling environment for reducing deforestation from commodities production. Please see the [Impact Briefs Overview](#) for aggregated impact, as well as the other [4 Impact Briefs](#) for some specific enabling environment impact spurred by the Action Plans which provide the overall framework for coordination of action. In each country, a complex interconnecting set of platforms and Action Plans at various geographic scales has emerged.



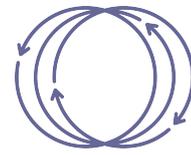
Multi-stakeholder collaborative mechanisms in Indonesia have allowed **245 organizations** to connect and engage in broad-based dialogue and collaborative action, including 92 at national level, 81 at provincial level and 72 at district level. This also includes **14 ministries** in government. Platforms are recognized as **safe spaces to address sensitive issues** such as land disputes. The **National Action Plan for Sustainable Palm Oil (NAP-SPO)** passed into law by the President of Indonesia in 2019, represents Indonesia's overall policy and framework for sustainable palm oil development. The results after three years of implementation show that implementation of up to **80% of activities** of the action plan have been initiated with significant progress on all components, such as:

- **Strengthening data and infrastructure:** the national palm oil cover database was improved and smallholder registration process re-activated. Plans to improve the quality of roads in palm oil producing districts were defined.
- **Building smallholder capacity:** policy reform to improve the smallholder support system was adopted and additional capacity building to smallholders provided. More than 72,000 smallholders representing 137,000 hectares received technical and financial assistance for replanting. These funds represent a nominal value of **USD 243M**.
- **Improving environmental management and avoiding Greenhouse Gas (GHG) emissions:** measurement, reporting and verification of GHG emissions reduction was extended to palm oil plantations. The concept of essential ecosystem areas (KEE) in plantation areas was socialized and 70 KEE collaborative forums for responsible for the management of these areas were set up in 34 provinces.
- **Improving plantation management:** regulation, systems and resources are in place to resolve conflicts related to plantation management and reduce labor risks. As of 2020, a total of 53 cases of conflicts were handled.
- **Increasing market access & demand:** dialogue and engagement with international markets to increase demand for Indonesia Sustainable Palm Oil (ISPO) certified products as well as support its implementation.

To ensure sustainability, government guidelines now mandate all palm oil producing provinces and districts to allocate portions of their budgets for multi-stakeholder processes and action plans, thus ensuring sustainable financing of the collaborative mechanisms. In addition, *Action Plan Implementation Teams* are being legalized (and funded) at all geographic scales. The effort is expanding. To date, **14 Provinces and Districts have platforms and action plans with more under development.**

Within the traditionally male palm oil sector, mainstreaming gender in action plans and raising public awareness is crucial to addressing gender issues. The GGP facilitated a partnership between the Ministry of Women Empowerment and Child Protection and the NAP SPO Implementation Team to ensure that implementation guidelines for the NAP-SPO contain strong gender components that respect issues related to women and children. All subnational Implementation Teams now involve the Ministry of Women Empowerment and Child Protection local office.

"UNDP has worked very effectively in partnership with the Government of Indonesia 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. We chose to work with UNDP because they are a trusted neutral partner, in fact it's difficult to imagine



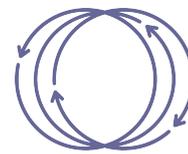
working with anyone else in this way. It's also been a very fruitful relationship with funders such as the GEF and SECO, because all this work is resource-intensive." - Ibu Musdhalifah, Deputy Minister for Food and



Agriculture, Coordinating Ministry for Economic Affairs, Government of Indonesia.

In Liberia, the multi-stakeholder National Oil Palm Platform of Liberia (NOPPOL) was established in addition to a landscape-level platform in the Northwest Province. In total, **37 actors** were newly connected through these spaces, broadening the discussion from NGOs, Minister of Agriculture, Forest Development Authority (FDA) and Environmental Protection Agency (EPA) to include others such as private sector actors of various sizes, the Ministry of Commerce, National Bureau for Concessions (NBC), and the Ministry of Finance and Development. NOPPOL has been crucial in **building trust** between actors and moving on key issues such as the Roundtable on Sustainable Palm Oil (RSPO) National Interpretation, which is opening a new market for sustainable production to local producers ([see the Sustainable Production Policy Reform Impact Brief](#)). An agriculture ministry official indicated, *"...the initiative is showing us how the relationship between the Producers, Business and Government can work together for a productive outcome for local businesses and for our environment that we are committed to protect."*

Previously considered an insignificant crop in Liberia, sustainable palm oil production has now gained national visibility as an economic alternative for the country thanks, in part, to the possibilities that surfaced through the collaborative platform. A major milestone was the endorsement of the **National Sustainable Oil Palm Strategy and Action Plan (NOPSAP)** by the national Oil Palm NOPPOL Steering Committee in 2021 and its launch in 2022. Developed through NOPPOL, under the leadership of the Ministry of Agriculture and the Forestry Development Authority, the Strategy aligns stakeholders around the objective of sustainable oil palm production and presents a significant economic opportunity for the country to move forward following difficult economic conditions and effects of COVID-19. The Strategy covers diverse issues and incentives for sustainable palm oil production, such as developing an enabling regulatory framework for the palm oil sector, support to smallholder palm oil producers for improved livelihoods practices, and a mechanism for discussing conflicts between producers, processors, regulators, and the value chain.



From its Secretariat to Plenary meetings, NOPPOL and the landscape platform encourage women to actively engage and influence the agenda with specific issues and solutions. In acknowledgment of specific needs of marginalized groups, such as women, the NOPSAP includes a dedicated section to strategies supporting women’s participation in platform meetings at the national and landscape levels and, measures to reduce gender inequality.

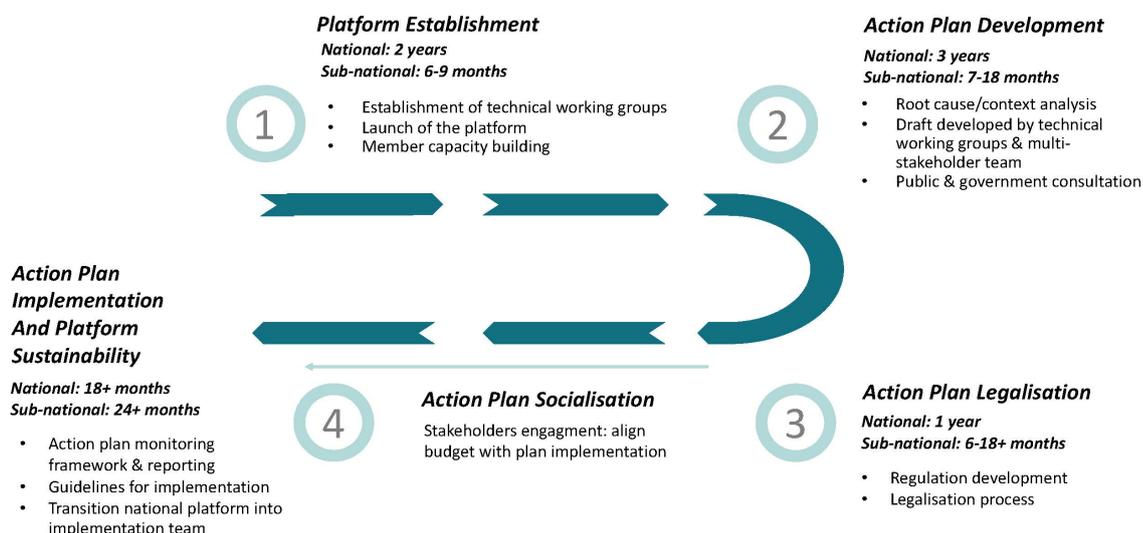
In **Paraguay’s Chaco region**, a regional-level beef platform is providing an effective multi-stakeholder space for collaboration to promote sustainable beef production in this environmentally challenging and sensitive region. All stakeholders agree that the platform has helped to **build trust** between groups whose interests were previously considered divergent. Through dialogue and coordination, stockmen, government regulators, cooperatives and indigenous communities have realized they share a common interest in a sustainable and productive environment, a very important benefit that enabled a realistic discussion on alternatives to local livestock issues. Thanks to the project, **33 organizations** were connected and engaged in collaborative action. A Chaco Beef Action Plan was adopted in 2019. Stakeholders also established a **coordination mechanism to address soy production issues**, which are closely linked to the beef production sector. Tangible progress has been made on the Chaco Beef Action Plan’s implementation. Investments in training and technical assistance and on-site demonstrations **strengthened producers’ capacity to sustainably intensify their production** in harmony with the dry environment of the Chaco. The initiative received enthusiastic support from the Boqueron local authorities, the municipality of Filadelfia and the Vice-Ministry of Livestock. Don Edwin Paul, former provincial governor, and a leader in the Chaco’s community and the Chaco sub-national platform emphasized, *“for both indigenous and for us, the ancestral way of doing things is no longer working; things are not the same.”* Milciades Pacce, a stockman and the Platform's technical assistant, added, *“now producers are seeing themselves as an integrated part of the social fabric of the Chaco.”*

A national level **multi-stakeholder beef platform** was also established with GGP support, closely linked to the regional Chaco Platform, and connected with two other departmental multi-stakeholder beef platforms from the Eastern side of the country. A [Women Leaders multi-stakeholder platform](#) was also established to provide a space for women involved in commodity supply chains to make their voice heard, share their experiences, support each other and increase visibility on the role of women in commodity supply chains.

The Route to Collaborative Action Mechanisms

Collaborative mechanisms take time to develop at multiple levels, as illustrated in the following graphic.

From platforms to national & subnational action plans: The case of Indonesia



Collaborative Action Mechanisms established by the GGP in Indonesia, Liberia and Paraguay

Indonesia Palm Oil

1 National Commodity Platform

National Platform for Sustainable Palm Oil (FoKSBI which transitioned towards National Action Plan Implementation Team)

1 National Action Plan

finalized, adopted and under implementation

3 Sub-national Action Plans

adopted and under implementation in the Indonesian provinces of North Sumatra, Riau and West Kalimantan

6 Subnational Platforms

3 at provincial level (Riau, West Kalimantan and North Sumatra platforms) adopted and under implementation

3 at district level (Pelalawan, South Tapanuli and Sintang forums)



Liberia Palm Oil

1 National Commodity Platform

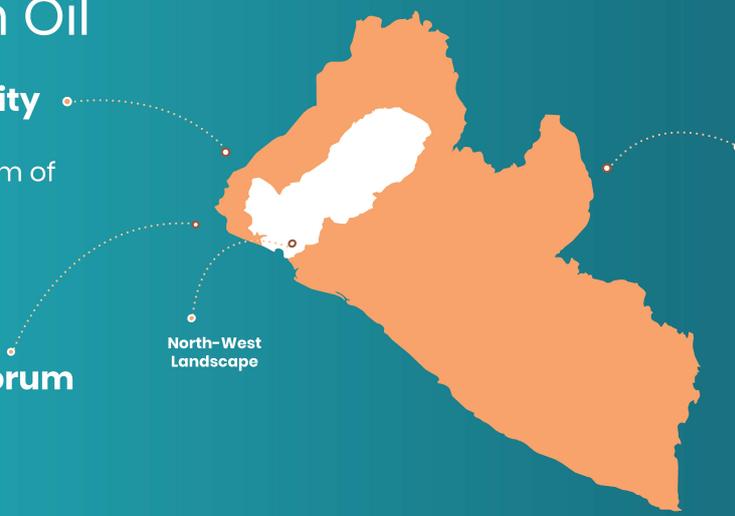
National Oil Palm Platform of Liberia (NOPPOL)

1 landscape-level forum

North Western Oil Palm Landscape Forum

1 National Action Plan (NOPSAP)

finalized and adopted in Liberia
Implementation is about to start



Paraguay Beef

1 National Commodity Platform

Paraguay National Sustainable Beef Platform

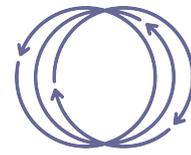
1 Sub-national Platform

Chaco sustainable beef platform

1 Sub-national Action Plan

finalized and under implementation in the Paraguayan region of the Chaco





The Future of Collaborative Action Mechanisms

UNDP, with support from the Global Environment Facility through the GGP and from SECO, has incorporated over 10 years of experience in promoting systemic change into an upgraded methodology on [Effective Collaborative Action](#). The revised multi-stakeholder collaboration approach is based on learnings from GGP countries and will expand to a total of 27 under the [Food System, Land Use and Restoration \(FOLUR\) Impact Programme](#) to further strengthening the scope of our efforts and processes.

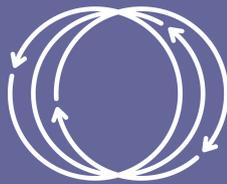
“We want to create a win-win-win situation for farmers and their families, business, and the environment. We were particularly intrigued by UNDP's Multistakeholder approach and the role that producing country governments are given - that was the missing piece in the puzzle of SECO's interventions at that time.”

- Martin Peter, Deputy Head Trade Promotion, Swiss State Secretariat for Economic Affairs, SECO.

The Effective Collaborative Action methodology is at the heart of the GGP's next phase, which promotes an inclusive and participatory approach for solving complex and systemic supply chain challenges. It will be used in all collaborative action mechanisms at all geographic scales, seeking to align stakeholders around a shared vision and fostering actions that incentivize producers towards sustainable production.

Please **consider joining us**, as GGP continues its journey to replicate and scale its approach.





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