GOOD GROWTH PARTNERSHIP

Reducing Deforestation from Commodity Supply Chains

Lessons and recommendations on an Integrated Approach from the **Good Growth Partnership**

Supported by: gef

Led by: UNDP

In partnership with: IFC International Finance Corporation WORLD BANK GROUP; CONSERVATION INTERNATIONAL; WWF; UN environment programme

TABLE OF CONTENTS

4
EXECUTIVE SUMMARY

20
INTRODUCTION

24
About the Good Growth Partnership

26
HOW DO INTEGRATED APPROACHES PROMOTE SYSTEMIC CHANGE?

29
Core characteristics of an integrated approach

32
The integrated supply chain approach of the GGP

35
Assessing the GGP's integrated supply chain approach

46
Has the GGP's integrated supply chain approach delivered?

50
HOW CAN AN INTEGRATED APPROACH BETTER DELIVER SYSTEMIC CHANGE FOR COMMODITY SUPPLY CHAINS?

54
Cross-cutting transformational practices

56
Designing integrated approaches to commodities transformation

60
Recommendations for the design of integrated programmes

68
Implementing integrated approaches to commodity transformation

74
Recommendations for the implementation of integrated programmes

77
Monitoring, Evaluation, Adaptation and Learning in integrated approaches to commodities transformation

80
Recommendations for monitoring, evaluation and learning in integrated programmes

84
CONCLUSION

86
APPENDIX 1: TOOLS AND RESOURCES TO SUPPORT INTEGRATED APPROACHES TO TRANSFORMING COMMODITY SUPPLY CHAINS

90
APPENDIX 2: INITIATIVES EXAMINED IN THIS RESEARCH

91
INDIVIDUALS CONSULTED FOR THIS RESEARCH

92
BIBLIOGRAPHY

95
ENDNOTES

EXECUTIVE SUMMARY

Systemic change in commodity supply chains is one of the essential transformations that must occur this decade to mitigate the combined threats of catastrophic climate change, biodiversity loss and food insecurity, and to achieve resilience for humanity globally.

In this context, most institutions and actors recognise the rationale for "why" we need to move from siloed and small-scale approaches that have not delivered the scale of change required, towards more holistic, integrated approaches to commodity sustainability, that can deliver true transformation at a systemic level. Yet "how" to design and deliver integrated approaches to achieve this is not yet well understood or evidenced.


© Conservation International/Mike Matarasso

This comprehensive report draws from the experiences of the Good Growth Partnership (GGP) to reveal the answers - the conditions, configuration and key design and implementation principles required for an integrated programme to deliver systemic transformation. For almost half a decade the GGP has been implementing an **Integrated Supply Chain Approach** - working across production, financing, and demand - to improve the sustainability of major agricultural commodities throughout the tropics. Conceived of and funded by the Global Environment Facility and led by the UNDP's Green Commodities Programme, the programme is implemented in collaboration with Conservation International, the International Finance Corporation, the UN Environment Programme, the World Wildlife Fund and the governments of Indonesia, Paraguay, Brazil and Liberia.

This report tackles integrated approaches to commodities transformation at two levels: the conceptual and the operational. First, it outlines why the integrated approach offers better results and value compared to more targeted interventions, and assesses the specific Integrated Supply Chain Approach of the GGP according to established criteria for successful integrated programmes. Then, the report shares lessons from GGP partners and other experts and practitioners of integrated approaches on what it takes to deliver these programmes in reality. These insights are critical to GGP's future ambitions, as well as to other programmes seeking to drive systemic transformation and reduced deforestation in commodity supply chains and wider food systems.

Key learnings

A.
How the integrated supply chain approach generates additionality and enables lasting change.

1.
An integrated supply chain approach that addresses production, demand and financing aspects together significantly improves the ability of countries to generate change in commodity systems compared to more siloed approaches.

Transforming a complex socio-ecological system to achieve lasting positive change requires working with the multiple dimensions, scales, variables, and actors within that system. The integrated supply chain approach has been designed and successfully piloted by the GGP as a vehicle for delivering a multi-scalar integrated approach through a consortium of implementing agencies, offering a foundational proof of concept of the approach as illustrated in this report.

The model encompasses multiple stakeholder groups, geographies, and sectors, to deliver environmental, social and economic outcomes. It aims to connect interventions at global, national, and subnational levels with multiple levers and actors. Piloted in the supply chains of palm oil, soy and beef, the integrated supply chain approach offers a global theory of change that can (and should) be tailored to local contexts and conditions.

1.1 The integrated supply chain approach addresses multiple drivers of deforestation and unsustainable production at the same time, and acts on the ways these drivers interact and influence each other to transform the wider commodity system.

Rather than focusing only on action at the local or landscape level and risking the transfer of deforestation to different places, or only changing one part of a supply chain, the GGP model simultaneously reduces barriers and creates enablers in multiple and connected parts of the system. This departure from focusing on one place, sector, or level of action in favour of establishing connections between different initiatives is an essential feature of the GGP.

1.2 By aligning and activating key enablers and combined incentives, the integrated supply chain approach can shift the decisions and behaviours of stakeholders across commodity supply chains towards more sustainable trajectories.

The integration of interventions related to demand and finance side incentives with interventions related to the enabling environment for sustainable production (policy reform, participatory land use planning, farmer support systems, etc.), at national and landscape level, increased opportunities to align and activate incentives and enablers for greater impacts on shifting producers behaviors on the ground in commodity producing regions. Building on existing enabling conditions and pooled resources, the GGP is creating strong enabling environments for ongoing systemic transformation of the soy, beef and palm oil supply chains in its 4 target countries.

In **Indonesia,** the GGP has worked to reform sustainable production and land use policies, and increased farmers' capacities to shift to sustainable practices. At the same time, it has increased supply chain transparency and consumer demand for sustainable palm oil, and built the awareness of financial institutions to invest sustainably and screen out deforesters in their portfolio. This is creating a space for transformative change that will unfold as impact materialises, enhanced by the alignment between these integrated interventions.

In **Paraguay,** the GGP has built the awareness and capacity of livestock producers while improving land use planning. It has supported the development of a national definition and regulatory framework for sustainable beef, while helping to position the country in the international market. Financial institutions have been equipped with tools to inform decision-making on sustainable production. Combined with fiscal incentives, these interventions will create multiple, connected enablers for transforming the beef sector.

In **Brazil,** sustainable soy production has been incentivised through strong signals from demand markets, with an increased number of companies making commitments for sustainable sourcing. The GGP has enhanced buyer traceability, while supporting producers to transition towards low carbon agriculture and putting in place measures around important conservation areas. Building the capacity of financial institutions to better tackle deforestation-related risks is increasing alignment between stakeholders and promotion of sustainable soy.

In **Liberia,** a national action plan for sustainable palm oil was defined through a collaborative multi-stakeholder process, while the GGP worked on improving land use planning and partnering with communities to protect important conservation areas. Entry into the international RSPO market, with a National Interpretation, has placed Liberia on a trajectory to sustainable palm oil. Financial levers are expected to be activated at a later stage.

The Good Growth Partnership by the numbers

29,364,749
metric tonnes of CO_2 emissions avoided*

22
commodity platforms and forums established, strengthened and/or supported to facilitate multi-stakeholder dialogue and collective action

38
policies and/or action plans supported to foster and enable reduced deforestation supply chains, including 31 adopted or proposed and 7 under finalization

10,000+
farmers, producers and community members directly benefiting from agriculture training and community conservation agreements

5
new partnerships facilitated between producers, buyers and finance providers fostering sustainable commodity supply chains

44
financial tools, products and regulations identified or developed that support investments in sustainable production and land restoration

* Different tools have been used to calculate data on CO2 emissions avoided in the Brazil and Production projects. Please contact the GGP if further clarifications are needed.

171

countries with improved land use monitoring systems, transparency and/or traceability for reduced deforestation supply chains

28,366,363

hectares of land benefiting from improved natural resources management and practices

315

organizations connected via the Partnership on multi-stakeholder dialogue and collective action

136

financial institutions and insurance companies with increased capacities on Environmental, Social and Governance (ESG), including forest risks, and better equipped to make responsible investment decisions

73

publications, briefs and knowledge products developed to enhance knowledge and support sustainable commodity supply chains

87

companies engaged in project activities making new or stronger commitments to source reduced deforestation palm oil, soy and/or beef

$16,376,000

in new investments supporting sustainable production fostered by Partnership interventions.

2.

The integrated supply chain approach brings together partners, supply chain stakeholders and changemakers – from landscape to global level and across sectors – to amplify their own efforts by aligning and connecting them to create additionality.

The GGP has harnessed the respective strengths and diverse expertise of its different partners to generate greater collective value. Trust and a true sense of collaboration between partners was built through regular meetings and exchanges, deepened by a genuine commitment to work together effectively. This interaction was vital to collectively respond to challenges, and to proactively identify gaps and opportunities for integration between projects.

The GGP's partnership model and adaptive learning mechanism are central to the integrated supply chain approach. They ensured the programme could integrate the efforts of multiple partners working in different places and commodity sectors, enabling them to learn from each other and share resources, key learnings, and best practices. The adaptive framework enhanced capacity to address challenges rapidly, drawing on a diverse range of resources and expertise. This adaptive capacity is far more challenging when interventions operate separately.

The explicit focus on convening stakeholders and changemakers in all projects, at all levels, significantly enhanced successful delivery of the integrated supply chain approach. Particularly in the national and subnational commodities platforms created, in the partnerships formed between production and demand or finance stakeholders, and in the strengthening of the global practitioner community through the Adaptive Management & Learning project. For example, the Alliance for Sustainable Development in the Chaco and the Paraguayan Roundtable on Sustainable Beef were brought together through GGP convening and are now working more closely together to identify synergies. Effective integration between different programme components, and the partners and stakeholders involved, is evidenced by some of GGP's successes:

The GGP has successfully increased the uptake of capacity building materials amongst private sector companies and financial institutions. Through the integration between demand and finance projects, these materials, tools and insights were made more integrated and crosscutting, promoting systemic understanding and connections between actors. For example, training for financial institutions incorporated insights from changemakers focused on sustainable production and market-side tools such as the Soy Toolkit and TRASE system.

The GGP has fostered alignment between private and public sector activities. In four years, the GGP engaged and influenced more than 80 companies who have made new or stronger commitments for reduced-deforestation commodities. Simultaneously, in support of the implementation of these commitments, it increased coordination and collaboration between public and private sector actors (16 national or subnational multi-stakeholder forums supported), improved the enabling environment for collaborative action at national and subnational scales through legal frameworks supporting sustainable production (38 policies and action plans supported), fostered participatory land use planning, and built the capacity of producers in sustainable agricultural practices.

The level of engagement established between partners helped new initiatives to emerge from the GGP collaboration such as the Coalition for Sustainable Livelihoods in Indonesia, which is mobilising private sector finance for sustainable palm oil production in alignment with government policies and programme such as the Provincial and District Action Plans for sustainable palm oil developed with the support of GGP.

New linkages between supply chain actors have emerged and will continue to emerge as a result of the GGP. In Brazil, for example, a major buyer is improving its supply chain traceability by incentivising its suppliers to comply with sustainability requirements. Compliance among suppliers is being further incentivised through opportunities to receive pre-finance or extension services. These connections between multiple supply chain actors would have not been possible without the integrated approach of the GGP. Because building partnerships and trust is a long process, more integration is expected to emerge in coming years as the seeds planted by the GGP continue to grow.

B.

How to deliver the integrated supply chain approach for systemic transformation

Turning a theory of change into reality is a central challenge faced in both integrated and targeted interventions for commodity sustainability. The more systemic the challenge, the greater the need to embrace and work with that complexity through integrated approaches. However, whilst integrated approaches hold the promise of being able to affect real systemic change, because of their complexity and scale, they are also difficult to deliver effectively.

Building on insights and learnings from the GGP, this report summarises key challenges and success factors across the life cycle of a programme – from design, through implementation, monitoring and evaluation, and adaptation and learning – and provides recommendations to enhance success in the delivery of future integrated approaches and in the next phase of the GGP.

1.

Across the project life cycle, five essential transformational practices should be present to deliver an integrated approach effectively. These practices and the capacities they enable create the conditions for collaboration between programme partners and for influence and impact in the communities and places they seek to change. These transformational practices are:

1.1 Establishing inclusive and collaborative spaces in which stakeholders including national and subnational governments, producers, and the private sector as well as changemakers can interact with each other, build trust and develop collaborative actions. The GGP has supported national and sub-national commodity platforms in its target countries with a focus on driving effective collaborative action for systemic change, using methodology developed through decades of experience.

1.2 Ensuring consistent and quality participation of partners at all levels, which involves establishing forums for dialogue to exchange knowledge and to build shared ownership and trust within and between partner organisations. And, ensuring that resourcing, capacities, and distribution of responsibility are well configured. In the GGP, country-focused integration and adaptation meetings were implemented to create these spaces for exchange at a level where opportunities were most likely to arise.

1.3 Embracing systemic thinking and tools. These methods and tools can play a role at all stages; helping to ensure sound design, informing decision-making during implementation, and serving as the basis for monitoring, evaluation, adaptation, and learning. For example, in Brazil and Paraguay, the GGP undertook systems mapping exercises with partners and other stakeholders to identify key areas of synergy and with most impact potential.

1.4 Adopting agile adaptive processes, for recognising and adapting to dynamics in the system that the programme is seeking to change, enabled through configuring project goals, timelines and processes that can accommodate changes and challenges as they emerge. As part of its processes, the GGP created an Adaptive Management Database which has so far garnered over more than 50 entries illustrating strategic changes and decisions taken to respond to challenges.

1.5 Using innovative tools and measures of progress that focus on real-world impact and that are capable of capturing emergent and systemic change. These measures incentivise programmes to focus on change over output and are more appropriate for the timescales over which systemic shifts take place. For example, the GGP and UNDP have developed a series of indicators and frameworks for measuring systemic changes, including the Ladder of Change and Signals of Change tools.

2.

Integrated programmes reduce overall transaction costs for donors as the coordination is placed on the partners to ensure all the links between the interventions are made and their results are greater than the sum of their parts. Lessons from the GGP and other integrated programmes show how to achieve this.

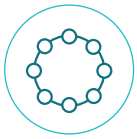
At each stage of a project life-cycle – from design, through implementation, monitoring and evaluation and adaptation and learning – there are common challenges and success factors that programme implementors must navigate. These range from identifying and defining the right methods for delivering and measuring change, to ensuring that programmes themselves are resourced with the right staff, equipped with the right mandates and capacities.

In all, this report provides 12 recommendations and highlights 8 different tools and resources that can support practitioners in generating additional value that outweighs the transaction costs required to deliver complex integrated approaches. Together with the five guiding transformational practices, these observations and recommendations are particularly valuable to practitioners directly involved in designing or delivering integrated approaches like the GGP.

Tools for Integrated Programmes

See Appendix 1


Conceptual design tools


Stakeholder and systems mapping exercises


Futures methods


Governance weakness mapping


Facilitator banks


Centralised technical expertise


Data collection and analysis solutions


Project newsletters and updates

Looking ahead

Collectively, we face a paradox that, on the one hand, instigating deep systemic change takes time but, on the other, that we must achieve transformation towards sustainability at an exceptional pace in the coming years. This 'pilot' **programme has demonstrated the important role and additionality that integrated approaches can contribute** to the systemic transformation needed and **dismissed the notion that complexity diminishes agility**. The GGP pilot phase has achieved significant outcomes in its short duration; built enablers for on-going change and integration across commodity systems; and generated new knowledge, innovations and experience that can improve the design and delivery of integrated approaches to commodity transformation.

After the GEF-6 support of the GGP concludes in 2022, **the programme will continue building on the strong foundations it has laid and the learnings it has generated**. Leveraging the lessons that the programme has learned; the trust and expertise that has been created between partners; the methodologies, tools and community it has created; and building on the success of its on-going projects across multiple supply chains and landscapes, the next phase of **the GGP is well placed to play an important role in driving this transformation for years to come.** More broadly, to accelerate supply chain transformation and counter deforestation at the scale and pace needed in this decisive decade, **the insights, learnings and systemic practices from the GGP can provide a strategic advantage to new and existing integrated programmes** such as the GEF-7 funded FOLUR programme and those funded by other donors.

© Gustavo Leighton, Unsplash

INTRODUCTION

The Good Growth Partnership has employed an integrated supply chain approach over five years to address commodity-driven deforestation systemically, working across three commodities and six important tropical landscapes. This report offers insights based on the experiences of the partnership and presents a series of reflections and recommendations for future integrated approaches seeking to promote and deliver systemic change towards sustainable commodities.

"Reducing deforestation in commodities production has been the focus of numerous initiatives and approaches for decades. Yet, year on year, net forest loss continues."[1]

"What seemed like the solution for tackling environmental destruction and cleaning up supply chains 30 years ago has failed to deliver on its promise."[2]

"Forest ecosystems are a critical component of the world's biodiversity… but deforestation and forest degradation continue to take place at alarming rates."[3]

These extracts tell a familiar story. The numerous strategies, tools and commitments employed by scores of actors and funded to the tune of billions of dollars **have not yet succeeded in halting deforestation associated with commodities production**, which is driven primarily by key tropical commodities including beef, palm oil, and soy. Loss of primary old-growth forest globally increased by 12% between 2019-20, resulting in the release of 2.64 Gt of carbon emissions.[4]

Conceived and funded as an Integrated Approach Pilot (IAP) of the Global Environment Facility (GEF), the **Good Growth Partnership** (GGP) was launched in 2017. One of three IAPs "explicitly designed to address key drivers of environmental degradation across global and regional scales",[5] the GGP pilot was grounded in the theory that **addressing multiple levers of change across commodity supply chains in an integrated manner could maximise environmental outcomes** compared to interventions delivered in isolation, and sought to deliver proof of this concept.

This **integrated supply chain approach** built into the GEF design was recognised as a holistic method to deliver environmental and socioeconomic benefits at different scales, through multiple interventions. It promised to align the outcomes of actions targeted at different nodes and levels in the commodities system, and to create a set of complementary incentives and an enabling environment for sustainable commodities in six regions across Brazil, Indonesia, Liberia, and Paraguay. Whilst no one programme can transform an entire system, the ambition was that this integrated approach would generate positive feedback loops and activate small tipping points which, in turn, would trigger wider systemic shifts across the commodity supply chains targeted.[6]

Now, as the GGP´s pilot phase draws to a close after almost 5 years, it is time to take stock of learnings from the approach in preparation for its next phase and to share them with practitioners seeking to develop and run similar programmes. First outlining *why* integrated approaches enable systemic change, this report details *how* the GGP integrated approach was conceptualised and implemented to deliver positive transformation across commodity supply chains. Based on the experiences of GGP partners, analyses of other programmes and related research, it presents actions and innovations that can strengthen and improve the design and implementation of future integrated approaches to address commodity-driven deforestation and other systemic challenges.

***An integrated approach** can generate positive feedback loops and activate small tipping points which, in turn, can trigger wider systemic shifts.*

About the Good Growth Partnership

Launched in 2017, the Good Growth Partnership focuses on the root causes of deforestation and environmental degradation in the tropics, through tackling the unsustainable production of three key commodities: soy, beef, and palm oil. The Partnership works across production, financing and demand in four countries to convene a wide range of stakeholders and initiatives around the goal of lasting, transformative change across the global supply chains of these commodities, to reduce their impacts on deforestation and climate change, and improve socioeconomic outcomes.

The Partnership has focused on six commodity-producing landscapes in four countries, prioritised due to their high conservation value: Brazil's Matopiba region in the country's Cerrado tropical savannah ecoregion; three important lowland forest ecosystems on the Indonesian islands of Sumatra and Kalimantan; the biodiversity-rich Upper Guinean forest of northwest Liberia, and the semi-arid Chaco region of Paraguay.

Initiated and supported by the Global Environment Facility, and led by the UNDP's Green Commodities Programme, the GGP is implemented in collaboration with Conservation International, the International Finance Corporation, UN Environment, the World Wildlife Fund and the governments of Indonesia, Paraguay, Brazil and Liberia. The collaboration also includes ISEAL Alliance, Proforest, and Trase.

The integrated supply chain approach of the GGP programme is comprised of five projects, which address different drivers of deforestation and enablers of positive change in commodity supply chains:

Cultivating sustainable production: The Production Project, led by UNDP in Indonesia, Paraguay and Liberia, has supported an enabling environment for sustainable production through multi-stakeholder platforms, action plans, and policy reform. Activities include strengthening farmer support systems, land use zoning, land use change monitoring and protection mechanisms for High Conservation Value and High Carbon Stock areas.

Generating responsible demand: Led by WWF, the Demand Project has sought to strengthen demand for reduced-deforestation commodities among consumers, policy makers, companies and investors, and to align sustainable demand with biodiversity and forest preservation in the production regions targeted. The project focused on increasing awareness, supply chain transparency, commitments and capacity among buyers, traders and investors.

Enabling sustainable transactions: The Transactions Project, led by IFC and UNEP FI, focused on building financial sector capacity in target regions, with improved risk management and innovative products to accelerate the production and supply of sustainable commodities. It supported commercial transactions, private sector commodity buyers, financial markets/institutions and the public sector with capacity building, tailored financial incentives and blended finance.

Learning and knowledge sharing: The Adaptive Management and Learning (A&L) Project supported the overall coordination of the GGP, to ensure global and country-level coherence, consistency, exchange and collaboration. The existing global community of practice - the Green Commodities Community - was strengthened and supported by the creation of knowledge products, methodologies and innovative tools. Evidensia, an online platform sharing knowledge and insight on the sustainability impacts of market-based approaches, was developed, launched and maintained.

Brazil Soy Project: Led by UNDP Brazil and executed by CI Brazil, the Brazil Project mirrors the design of the global GGP programme at country level, under a single project with a focus on soy. It brings together substantive aspects of Production with some aspects of demand and enabling transactions, and explicitly links with the Demand and Transaction Projects as an outcome. This differs from Indonesia, Liberia and Paraguay, whose integrated interventions were not compiled in a single project but separated in the Production, Demand and Transaction global projects.

HOW DO INTEGRATED APPROACHES PROMOTE SYSTEMIC CHANGE?

Integrated approaches to sustainable development are an important tool for addressing systemic challenges. The GGP pursued a novel "integrated supply chain approach" to reduce deforestation in commodity supply chains.

Instigating positive transformation to prevent deforestation and create positive environmental and social benefits in systems as vast and complex as the supply chains of global commodities – a large component of our global food system - requires the alignment of multiple incentives for change, supported by the building of new capabilities, and changes in institutional cultures and individual mindsets.

The need to work with the inherent complexity of a system is increasingly recognised by actors promoting sustainable commodities and broader sustainable development goals, and evidenced by an emerging number of large-scale integrated programmes pursuing systemic transformation. These approaches are rooted in the recognition that challenges like deforestation and human development are inextricably linked within socio-ecological systems. Transforming a complex socio-ecological system to achieve positive outcomes requires working with the multiple dimensions, scales, variables, and actors within that system.

What is systemic change?

Systemic change is change that occurs across the overall functioning of a system, rather than change which only treats or mitigates the symptoms of that system's current dynamics. It requires structural changes and broader shifts in mindsets and practice; working with power and embracing complexity to help people and institutions see the whole system and their roles within it, and to recognise that change will often be an unpredictable and non-linear process.

"Integration is critical. If you are pursuing systems change and those systems are global in nature, there's no way you are going to succeed without integration and coordination... to move the right levers at the right time and with the right intensity."

Leonardo Fleck, Moore Foundation

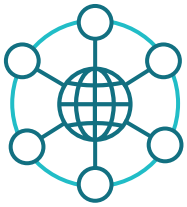
Core characteristics of an integrated approach

Despite their clear rationale, integrated approaches remain loosely defined, and at times, little understood, even by practitioners implementing them. As early as the 1990s, there were warnings that "[w]*ithout greater understanding of how integrated management is practiced, these concepts are in danger of becoming little more than professional jargon and political rhetoric*".[7] The lack of clarity can partly be explained by the diversity of approaches under the umbrella - and the gaps between the theory and practice of an integrated approach. Before assessing the strengths or weaknesses of the GGP or other programmes, it is important to consider how integrated approaches are defined and understood.

Broadly, an integrated approach can be defined as one which considers a system as a whole, in which interventions addressing different components and drivers in that system, at different levels and involving different stakeholders, are designed and/or managed together with the aim of creating synergies and additionality.[8]

While integrated approaches share some characteristics, they can take many different forms and operate at a range of geographical or governance-related scales. As a central function, "integration" can relate to sectors, objectives, outcomes, activities, methodologies, actors, or drivers of change across a project life-cycle. Exactly what is integrated, when, and how, and by whom, is not always clearly articulated. Adapted from a framework by Born & Sonzogni[9] and other frameworks applicable to a diverse range of contexts, broadly, integrated approaches should be:

Comprehensive
They consider the whole system rather than certain subcomponents.



Interconnective
They address and work with linkages, connections and feed-back loops[10].

Other assessments of integrated programmes highlight different forms of integration, including: analysis that integrates multiple domains in problem diagnosis and assessment; integration across different focal areas or sectors; integration across projects, agencies or spatial scales; and integrated governance structures:[11]

Integrated sectoral approaches: Integrated approaches can have a sectoral or multi-sectoral focus, often relating to the management of specific natural resources or industry sectors (such as water, forestry, minerals, or agricultural commodities). Broadly, these approaches to improve agricultural sustainability tend to focus on one or multiple specific commodity(ies), and supply or demand in supply chains; for example, engaging actors from the private sector and financial institutions, to governments, to farmers, to resolve shared challenges.

Integrated Landscape Initiatives (ILIs): The "integrated approach" terminology is also applied to ecoregion or landscape-based interventions that work with multiple actors to address drivers of environmental degradation in a specific place. These might focus on either conservation or agriculture or seek to integrate both. A recent study using a novel typology of ILIs in Latin America found that integrated approaches with a focus beyond local-level intervention, which engage more sectors and scales of governance, and target structural barriers to sustainability, are more successful in achieving sustainable outcomes.[12]

Strategic
They recognise the need to pragmatically limit the number of variables and prioritise certain levers of change while maintaining comprehensiveness.

Interactive/Collaborative
They encourage shared decision-making and the exchange of resources, information and learning among stakeholders, and include conflict resolution elements.

Exploring through practice
The GEF Integrated Approach Pilots

The GEF has long been a proponent of ambitious integrated approaches which target multiple landscapes or countries. In 2013 the GEF initiated a new mechanism for achieving integration across scales and focal areas: the Integrated Approach Pilots (IAPs). The three IAPs share characteristics in terms of seeking to address global environmental issues holistically, with multiple objectives across more than one focal area, but each was conceived separately with a different thematic and geographical scope. Respectively they focus on: taking deforestation out of global commodity supply chains (the GGP); improving food security in Africa (Resilient Food Systems); and developing Sustainable Cities. A defining feature of the GEF IAPs is that they were designed to strengthen linkages and connections across focal areas, bringing additional resources to scale existing projects or funding already committed to compatible environmental goals.[13]

The GGP's integrated supply chain approach is a novel combination of models - consisting of commodity supply chain interventions and projects operating in specific places as part of the globally coordinated programme. The next section explores the value of this integrated approach in comparison to more targeted, place-based or sector-focused interventions, and assesses the GGP against established characteristics of integrated approaches.

The integrated supply chain approach of the GGP

The integrated supply chain approach was piloted by the GGP as **a novel vehicle for delivering a multi-scalar integrated approach through a consortium of implementing agencies**. It connects interventions at global, national, and subnational levels with multiple levers and actors across commodity supply chains for palm oil, soy and beef.

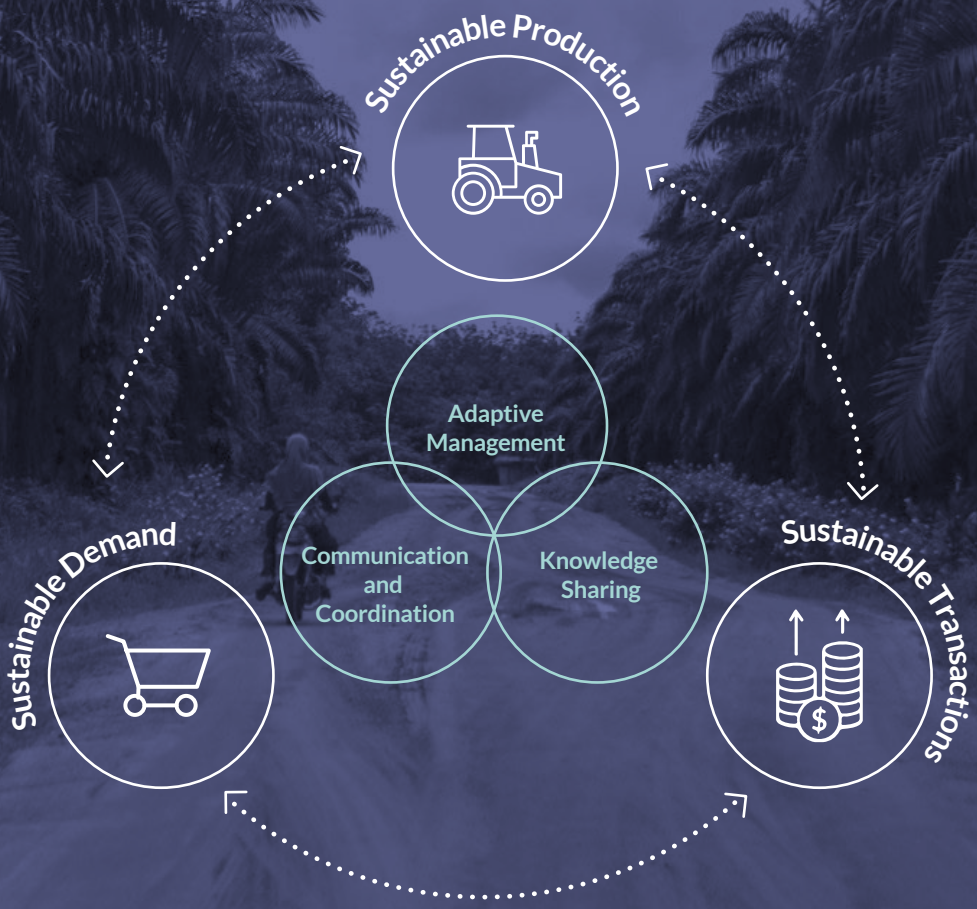
Focused on agricultural expansion as a key driver of deforestation and global environmental degradation, the high-level GGP Theory of Change (ToC) was conceived under the premise that addressing **multiple levers of change in global commodities systems, and coordinating integrated action and knowledge sharing between partners and projects, would create additionality beyond the sum of their parts.** This value would be generated through the linkages between programme components, and through shared and enhanced outcomes from this integration.

How the integrated supply chain approach overcomes shortcomings of other commodity interventions.

Integrated approaches offer a much-needed alternative to more traditional, targeted development interventions; often characterised by the spatial scale they operate at (e.g., landscape, jurisdictional); or which target specific sectors and stakeholder groups (public policy, private sector), and specific commodities. These focused approaches often set clear parameters for project objectives, operations, resourcing, and impact, which are appealing and accessible to donors and audiences. However, they also face challenges and have limitations, demonstrated by continued high rates of deforestation associated with commodities across the tropics. The GGP's integrated supply chain approach, which combines place-based and sector focused approaches, was developed as a format that could harness the strengths and overcome the weaknesses of siloed approaches to effect widespread, durable change in commodity supply chains.

Figure 1

Visual representation of the Good Growth Partnership configuration



***Instead of treating production,** demand and investment interventions as separate tracks, the GGP looks at where the layers of the supply chain integrate and overlap to enhance financial incentives and demand for sustainably produced agricultural commodities.*

One key strength of the integrated supply chain approach is that it **addresses both supply and demand** at multiple scales, applying a global theory of change that can be partially **tailored to local contexts and conditions**. With national government support behind its landscape and jurisdictional level interventions, the GGP's Production projects had a **better chance of scaling up good practice and innovations**, avoiding the pitfall of many place-based interventions that create local 'islands of good practice' without positively influencing wider practices.[14] At the same time, the Demand and Transactions projects offered the ability to **generate incentives and buyers for sustainable commodities produced in these same places**; something that jurisdictional programmes often struggle to incorporate.[15]

The GGP's emphasis on **effective collaboration for systemic change** supported by multistakeholder platforms created a further strength. These commodity platforms, which included national and sub-national political actors, promised to help secure an enabling environment for sustainability in the producing regions, whilst also **ensuring the participation of local stakeholders**, including smallholders, in decision-making – a common shortcoming falling of Voluntary Sourcing Standards and other sector focused interventions.[16] The integration of Demand and Finance projects with these place-focused Production aspects increased opportunities to **align incentives for sustainability with socioeconomic and environmental needs and conditions on the ground** in commodity producing regions.

The partnership model and adaptive learning mechanism that are central to the integrated supply chain approach also meant the programme could **integrate the efforts of multiple partners working in different places and commodity sectors, enabling them to learn from each other and share resources, key learnings, and best practices**. By creating alignment between its partners and projects, the GGP could avoid contributing to the multiplication of narratives and disparate asks to stakeholders that arise when there are numerous separate interventions addressing the same challenge. Where misalignment occurred, **the adaptive framework and partnership model enhanced the ability to identify and address challenges rapidly**, drawing on a diverse range of resources and expertise. This adaptive capacity is far more challenging when production, finance and demand-oriented interventions operate separately.

These characteristics demonstrate a strong theoretical basis for pursuing an integrated supply chain approach rather than siloed approaches - especially where the goal is to achieve systemic change. By working with the complexity of the system; its interconnected supply chains components and diverse stakeholders, at multiple scales of action, this integrated approach offers a strong premise to generate additionality and value beyond the sum of its parts.

Assessing the GGP's integrated supply chain approach

This section reflects on the configuration of the GGP and its overall theory of change, assessing the conceptual basis of the programme according to key criteria and characteristics of effective integrated approaches identified in literature.

1. Comprehensive: How did the GGP integrated approach define the reach and system boundaries of the programme?

Integrated approaches have been critiqued for not adequately defining the boundaries and dynamics of the systems they target, leading to a lack of focus or gaps that limit impact.[17] The GGP approach focused on key nodes in global commodity supply chains to define the overall system, and its subsystems, in which it sought to generate change.

The **Production** component encompassed the creation of multi-stakeholder dialogues to define shared goals and facilitate collaborative action; support for policy reforms to improve the enabling environment for sustainability; mechanisms to improve land-use planning and conservation; and strengthening of farmer support systems. **Transactions** included capacity building in global and national institutions to improve financial flows and incentives for good agricultural practices, and the development of financial tools and products to support sustainability. **Demand** addressed both buyer and consumer demand for sustainable commodities at global and national/sub-national scales.

The strength of the global ToC and its framing of key functions in supply chain systems has been validated in reviews of the GGP and by external experts interviewed for this research. **It is comprehensive in terms of the system components, levels, and levers it covers; including both social and environmental, and supply side and demand side interventions**. In that sense, the GGP followed a mixture of an integrated sectoral approach and integrated landscape initiative. **This multi-layered approach is unique in comparison to others**; specifically in the way it addresses both horizontal factors within places and vertical connections up and down supply chains.[18] At the same time, there was less emphasis placed on human than environmental outcomes in the ToC, and a heavier focus on supply side than demand side interventions (such as consumer behaviour). These could arguably be seen as imbalances in its holistic approach.

Yet the GGP ToC itself did not unpack the causal links or feedback loops between planned project activities across scales, and especially at country and landscape level, which led to some bottlenecks during implementation. Although the ToC left space for connections to other levers including carbon finance, connections to some factors outside its defined system boundaries, like trade policies, were not accounted for in part due to political considerations from donors.

GGP ACHIEVEMENTS

Channelling finance towards sustainability

Through the Transactions project and other relationships, the GGP has identified or developed **44 financial tools, products or regulations** that support investments in sustainable production. The Partnership has helped to drive **USD $16+ million** in investment toward sustainable Paraguayan beef and Indonesian palm oil thanks to new partnerships facilitated and has increased the capacity of **over 135 financial institutions** to address environmental, social, and governance risks in their portfolios. This is creating financial incentives for producers to shift their practices. During the programme, tools developed by the Demand project have also been integrated with these financial tools, creating synergies and mainstreaming key concepts. These integrated tools are seeing growing uptake at the national and international level and can provide more value in future by being taken up by other programmes in future.

The reach of the programme can also be seen as comprehensive without being overly ambitious; it spans 4 countries in 3 global regions, 3 strategic commodity supply chains, and operates at multiple levels - providing both strategic focus and diverse experiences for an integrated approach pilot. **A noted strength of this integrated approach ToC is its replicability; it can be applied to a diverse range of countries, landscapes and commodities and still remain relevant**. This is possible because the high-level ToC does not account for place-specific complexities that might arise during implementation; it functions as a high-level framework and set of boundaries which require tailoring to specific contexts.

Overall, the GGP integrated supply chain approach presents an appropriately comprehensive model for change within and across commodity supply chain systems. It defines key focus areas and encompasses multiple stakeholder groups, geographies, and levels, to deliver environmental, social, and economic outcomes.

The integrated supply chain approach and "jurisdictional sourcing"

An innovative aspect of the integrated supply chain approach is the way it **combines both place-focused and commodity-focused strategies** to effect change across multiple levels of global supply chains; an approach that is increasingly advocated for. Notably, in 2021, the Moore Foundation, Earth Innovation Institute, the GEF, Norway's International Climate and Forest Initiative, the Tropical Forest Alliance and World Resource Institute co-authored a paper on jurisdictional sourcing - presenting a basic theory of change for how politically supported placed-based approaches can be connected to global supply chain sustainability efforts.[19] It outlines key conditions to support businesses and financial institutions engaging in jurisdictional processes; integrating market incentives with land-use policies and multi-stakeholder dialogues. Jurisdictional sourcing is an important approach to addressing commodity supply-chain deforestation in a way that allows the reduced deforestation results to be incorporated in – and contribute to – jurisdictional results that can be rewarded (e.g., REDD+ results-based payments or carbon market transactions using a standard like ART/TREES).

The GGP shares important characteristics with this approach, which is being promoted by multiple leading agencies seeking to address commodity-driven deforestation. It combines jurisdictional level platforms and projects to create shared plans and improved capacity for sustainable production alongside the generation of finance and demand that can connect those jurisdictions with buyers of sustainably produced commodities. Further, the framework is well-aligned with foreseen adjustments to the GGP in its second phase - notably in its focus on sub-national political jurisdictions – offering a real-world opportunity to implement and further refine this approach.

2. Interconnective: How did the GGP integrated approach seek to connect multiple scales and sectors?

Questions around the appropriate scale for integrated interventions, and how to connect programme components at different scales, have long been debated.[20] **The literature on integrated approaches shows a strong case for a multi-scalar, spatially integrated approach such as that of the GGP**, which supports the scaling of bottom-up innovations whilst shifting broader enabling environments.[21] Rather than waiting for change to scale up from the local or landscape level and risking leakage (the transfer of deforestation to different place, rather than eliminating it)[22], the multi-scalar model simultaneously reduces barriers and creates enablers in other parts of the commodities system. **This departure from focusing on one place, sector, or level of action in favour of establishing vertical connections between different initiatives is an important innovation of the GGP**, according to its members, and one that should be further developed and refined so it can be replicated in other programmes promoting sustainability and development.

GGP ACHIEVEMENTS

Fostering collective alignment and commitment

The GGP has established, facilitated, and/or supported **22 multi-stakeholder commodity platforms and forums**, and **9 government-led action plans** at various geographic scales: two national; four sub-national and three at district-level. Six of these have moved to the implementation phase. These platforms gather multiple commodity stakeholder groups to discuss and agree on solutions and actions. Overall, **315 organisations were connected** via the Partnership on multi-stakeholder dialogue and collective action. Government engagement has supported the **creation or improvement of 29 policies**, regulatory reforms, and frameworks to enable sustainable production or improve land-use allocation, and thus reduce drivers of deforestation in commodity supply chains.

Outside of engagement with governments, engagement with companies and the development of new tools have also helped to grow knowledge and foster alignment around good practices. M**ore than 85 companies** that the GGP engaged with one-on-one and through platforms and co-financing **have made new or strengthened commitments to sustainable supply chains**. Altogether, over **73 resources and tools have been developed and shared** by the Partnership. The Partnership also allowed an increased access to information and supply chain transparency in over **170 countries**.

Open questions remain as to **what scale of place-based interventions can best support more "global" or systemic interventions to create additionality**, and to how global interventions can best be configured to increase impact on the ground. In the GGP, place-based interventions operated at a variety of scales; from ecoregions and smaller landscapes to sub-national political jurisdictions. These focus areas were selected in consultation with governments, funders and implementing partners, and no specific challenges emerged related to these varying scales of interventions.

Project reviews, including mid-term evaluations, have suggested that grounding aspects of the Production project at a jurisdictional level could result in additionality through stronger government support to enhance integrated demand and transaction outcomes, and that some global level activities could be modified to better support place-based action. Other organisations including the TFA have similarly called for jurisdictional focus in supply chain interventions.[23] Ultimately, the **varying system dynamics in different geographies, such as which political level has authority to change land use regulation, and their links to strategic goals, should inform these programming decisions.**

LESSONS FROM **GGP**

Lessons from implementing the GGP at different scales

In Indonesia and Paraguay, the GGP tackled direct drivers of deforestation and agricultural expansion at a variety of scales including national, landscape and jurisdictional levels (via the Production project), and indirect drivers at the national and global supply chain levels (via the Demand and Transactions projects). Direct drivers include land conversion or monoculture, for example, while indirect drivers include significantly higher market demand for unsustainable commodities, or a lack of investment in sustainable production. Linkages between these Production, Demand and Transactions components were managed through the global A&L project, which coordinated activities at different scales – implemented by different partners - towards the shared goals of aligning incentives to finance and scale sustainable supply of, while growing demand for, specific commodities across the same regions. Employing a slightly different model at the request of the national government, the Brazil project focused primarily on Production but referenced components of each global project under a single country and commodity focus. One executing agency - CI - was responsible for delivery of results of the Brazil project.

In theory, these differentiated approaches offered an immediate opportunity to compare the effectiveness of the integrated approach with different configurations at different scales. Yet while the structure of the Brazil project differed, other variables - such as access to project resources - limited the ability to undertake a comparative assessment against the rest of the GGP. The experience has not revealed whether global thematic projects led by different partners coordinating on country interventions, or country projects with all thematic areas addressed by relevant partners in an integrated manner, are better configured for the success of integrated supply chain programmes. Qualitative reflections from partners indicate, however, that **integration and collaboration are occurring more organically in the Brazil project**, and that integrated outcomes in Brazil could have been amplified through better resourcing and allocation of responsibility for coordination at country level.

Where the extent of integration between programme components has been limited at global or national scales, this is largely attributable to operational rather than conceptual or spatial challenges. At global level, the A&L project had an explicit objective to promote connections between projects, which it achieved in many instances despite some challenges securing partner commitments or missing opportunities to act due to a lack of mandate and financial resources. In the case of Brazil, the country-level project was mostly based on an early design of the global Production project that included Brazil and did not define new connections with the Demand and Transaction projects limiting planned and conscious integration with them. In both cases these constraints were recognised and addressed through the GGP's adaptive management mechanism, resulting in **more integration during the later stages of the programme**.

Despite some early limitations to coordination and integration between and within some programme components, the multi-scalar, spatially integrated characteristics of the GGP support strong interconnectivity across the programme and offer an innovative and effective configuration for an integrated supply chain approach.

3. Strategic: How did the GGP integrated approach identify focus geographies and prioritise key activities?

Having established conceptual boundaries focused on key commodity producing nations and priority commodities, the GGP's selection of focus landscapes and global interventions was partially informed by the places and thematic areas for which implementing partners already had projects or prior investments, and comparative advantage. This meant **GGP projects were built on existing enabling conditions rather than starting from scratch - promising accelerated change and additionality through integration and pooled resources**.

At a high level, having distinct projects operating autonomously allowed minimal co-dependency between different components of the programme; limiting the risk of bottlenecks and delays arising from internal dependencies - a challenge widely faced in integrated programmes.[24] However, challenges still arose from this lack of alignment between interventions and timelines. For example, the timelines associated with establishing financial products to support sustainable production practices on the ground in Brazil were out of sync with one another. Ultimately, **opportunities to generate additionality by formally tying together programme components were balanced against the risks of such dependencies**, with the GGP's adaptive management function initially relied on to identify and respond to emergent opportunities for integration. Following early recognition that such integration would not happen naturally, in 2018 the A&L project implemented a system for integrated work planning through annual global and county-level workshops.

Comparison
The Collaboration for Forests and Agriculture and the GGP

The Collaboration for Forests and Agriculture (CFA) funded by the Moore Foundation (as of 2021, one component of the Conservation and Markets Initiative) is another integrated approach comprising components addressing production, finance and private sector engagement. In its design, the CFA differed from the GGP in the extent to which integration and connections between its components were strategically planned from the start, with dependencies between projects and shared outcomes codified in the results framework of

the programme. By contrast, the GGP's interventions in Indonesia, Liberia and Paraguay were initially designed with few explicit connections between activities and associated outcomes under the relevant projects. Instead, the design assumed that emergent opportunities for integration would be identified and acted upon through coordination processes led by the A&L component.

The CFA has existed for 6 years, and this longer timeline has allowed for integration between programme components to emerge, accelerated by the explicit planning of integration from the outset. In comparison, the flexibility of the GGP approach allowed partners to explore collaboration in a way that may not have been possible in its timeframe had it adhered to the same level of pre-planning. With opportunities for integration between GGP projects and additionality from linked results emerging more frequently after 5 years, it is arguable that similar outcomes might be achieved following both planned and emergent approaches over long enough timelines. In future programmes, a blend of pre-planned vs emergent approaches could be pursued, with pre-planned integration only between core components when their interconnection is vital for the launch or progress of other interventions.

Co-financing has brought clear benefits and strengthened ongoing integration in some cases. In Liberia, for example, Generation Investments co-financing of CI Liberia has helped secure the continuation of strategic commitments to sustainable palm oil in the landscape of focus for the GGP, while a new concessionaire came in during project implementation, building on and complementing GGP work. In some projects a reliance on co-financing led to challenges, though. Where co-financing did not materialise in the time and shape expected, it constrained the achievement of certain outcomes. In an instance when co-financing was introduced without prior planning the GGP had less influence over its distribution, resulting in misalignment of some project resourcing with overall programme goals. Whilst co-financing should still be included in integrated programmes, some criteria or negotiation mechanisms may be needed to increase alignment with overall programme goals. Alternatively, some flexibility in terms of targets and indicators may be needed when co-financing is widely present in integrated programmes.

The integrated supply chain approach of the GGP has demonstrated strong strategic elements in balancing variables and co-dependencies, but this has led to fewer integrated processes and outcomes. More resourcing, capacity and explicit mandates for these processes would have increased the GGP's ability to grasp opportunities for integration.

4. Interactive and collaborative: How did the GGP integrated approach manage multiple institutions and stakeholders?

One key strength of the GGP's approach is the extent to which **collaboration between partners - an essential component of integrated approaches**[25] **- was built into both the design and implementation of the programme**. At a global level the UNDP served as lead programme partner, with the A&L project as the key mechanism for integration and project management. This included bringing partners responsible for the projects together in regular workshops and exchanges, to identify shared reflections and actions through a collective and co-creative governance model.

This **global level approach to coordination successfully created strong connections and high levels of trust between implementing partners, and effective and responsive adaptive capacity for the GGP.** In addition to supporting overall implementation of the project, the integrated management approach created a **shared identity and language** between implementing partners, enabling them to engage with external stakeholders in a consistent manner.

GGP ACHIEVEMENTS

Establishing trust, coordination, and efficiency

Trust and a true sense of collaboration between partners is a notable achievement of the GGP. Built through regular meetings and exchanges between them, this success can be attributed to the genuine intent and commitment of each to work together effectively. This trust was vital to the GGP´s ability to collectively respond to challenges and evolving needs, and to proactively identify opportunities for integration between projects. The GGP demonstrates an effective partnership model for harnessing the respective strengths and contextual expertise of its different partners to generate greater collective value. Collaboration with key stakeholders beyond the partnership was also key to achieving integrated and additional outcomes.

© UNDP Indonesia

The management of adaptation and learning at this global level, combined with the implementation of separate programme components by different partners did also create some challenges. Because there was more responsibility and resourcing for identifying and acting on potential synergies at the global level than in-country, some early opportunities for integration were missed or took longer to be identified by in-country teams. Recognising this during implementation, the GGP instigated a series of country-focused discussions and created more opportunities for in-country teams to provide input into adaptation and learning processes. An integrated approach structured around country-level rather than global coordination can be seen in the approach taken by the Resilient Food Systems IAP.

The explicit **focus on convening stakeholders and beneficiaries (beyond implementing partners) was another success of the integrated supply chain approach**, particularly in the national and subnational commodities platforms created, and in the strengthening of the global practitioner community through the A&L project. As well as bringing in effective frameworks and guidance for participatory dialogues, such as the Changing Systems through Collaborative Action (CSCA) and its Guide to Effective Collaborative Action, the programme design was also informed by consultation processes with the private sector and governments of producing countries. One lesson learned was the need for timely consultations with a methodology that prioritises full and active participation of critical stakeholders, such as smallholders, women and indigenous peoples, to maximise their involvement and enhance the inclusivity of activities and outcomes.

GGP ACHIEVEMENTS

Seizing emergent and unexpected outcomes

The adaptive management framework, and the space created for responsiveness to emergent opportunities and challenges, have been a critical component of the GGP, strengthened by the trust and spirit of collaboration established between partners. One outcome of this adaptive capacity has been the **ability to develop new activities during the programme to respond to emergent needs**. There are multiple examples of solutions and tools that were not explicitly planned but instead emerged through the collaboration, and that are now delivering real value. For example, time spent consulting and aligning with key stakeholders in Brazil at the project outset led to the creation of the Soy Toolkit. These include further collaborations such as the Coalition for Sustainable Livelihoods.

The integrated approach of the GGP has built high levels of interaction and collaboration, especially between partners at the global level, and in its convenings across and within projects. Gaps in the transfer of knowledge from country teams were identified and addressed through the adaptive management and learning function.

Has the GGP's integrated supply chain approach delivered?

After 5 years, a key question is whether the GGP, which was explicitly funded as a pilot, has delivered a proof of concept for the integrated supply chain approach. The achievements of the GGP, with its successful creation of enablers and incentives for positive transformation across commodity supply chains, combined with the conceptual analysis in this research, indicate **a strong and growing body of evidence that substantiates the theory of change underpinning the integrated supply chain approach**.

Both conceptually and in practice, the integrated supply chain approach demonstrates strong applicability, effectiveness, and potential for replicability to address commodity-driven deforestation at systemic level, especially in contrast to interventions with a narrow sectoral or place-based focus. It has addressed the system, its key functions, and stakeholders holistically, with a strategic focus on

key commodity sectors, priority landscapes, and levers for change. The demand and finance components have supported the growth of economic incentives at both regional and local levels and show promise of bringing further additionality to efforts to promote sustainable production. For instance, various tools developed by Demand and Transactions partners have been successfully merged through the GGP, creating streamlined and cohesive asks to multiple actors and fostering alignment between stakeholders' approaches.

GGP ACHIEVEMENTS

Creating connections between stakeholders and levers of change

The GGP has achieved many examples of successful integration between programme components, particularly within the same geographical regions – such as buyer-producer partnerships between Unilever and smallholders, and between Musim Mas and smallholders in Indonesia; or the Finance-Production-Demand linkages and traceability facilitated in Paraguay between IFC, the meatpacking company Frigorífico Guarani, and McDonalds.

In parallel, enabling environments for sustainable production were strengthened in the four countries through capacity building, policy work and land use planning. These efforts have resulted in 28,366,363 hectares of land benefiting from improved natural resources management and practices, avoiding over 29,000,000 metric tonnes of CO2 emissions.[26] To date, 10,000 farmers, producers and community members are directly benefiting from agriculture training and community conservation agreements. Reinforcing the durability of these environmental and socioeconomic benefits, the GGP has also successfully connected multiple levels of action, including working with national and sub-national governments, financial institutions and private-sector companies, to foster vertical and horizontal alignment between the programme components and interventions that underpin these results. For instance, in Indonesia, the GGP has supported the development of the National Action Plan for sustainable palm oil which is now being cascaded and implemented at sub-national provincial and district levels, creating a shared understanding of success at different scales.

GGP ACHIEVEMENTS

Four years of change in the soy supply chain in Brazil

For the soy supply chain, while soy production is expanding rapidly in the Brazilian Cerrado, the programme provided leadership, guidance and tools to incentivize deforestation and conversion- free soy. This included efforts to send market signals to traders operating in the Cerrado by successfully aligning international corporations and investors around a 2020 deforestation cut-off date and coordinating market declarations from retailers in Germany and France. The Partnership supported a prominent soy trader to improve the traceability of its products and thus source more sustainably. The expansion of the Soy Toolkit and related tools underpinned a multi-pronged strategy providing companies with concrete action plans to improve the sustainability of their supply chains.

To support Brazilian soy producers to adopt good agricultural practices, the Partnership facilitated training on low- carbon agricultural technologies, among other good practices, to 53 producers allowing more than 60,000 hectares to be sustainably managed. Thanks to the partnership with EMBRAPA, the Brazilian Agricultural Research Corporation, potential for replication is high, supporting a systemic change beyond the results of the project. Implementation support for meeting aspects of the Brazil Forest Code was provided by accelerating the analysis of 385 Rural Environmental Registries (CARs) in the states of Tocantins and Bahia, in cooperation with state government agencies.

Crucially, significant efforts have been made to create connections between these projects and to combine their outputs to generate strong signals and enhanced enabling conditions for change in Brazil's MATOPIBA region. These efforts have included supply chain partnerships established with the support of the GGP, bringing together various supply chain stakeholders to improve traceability, risk screening, and land-use monitoring.

Whilst widely appraised as an effective approach by its implementing partners and collaborators, the GGP has in some cases achieved less integration between programme components than initially foreseen. Thought, in some instances, the GGP has also successfully harnessed unexpected and emergent opportunities through the programme, such as in the creation of the Coalition for Sustainable Livelihoods in Indonesia. The challenges related to integration the GGP has faced can partially be attributed to conceptual design, including the global ToC not being adapted to the diverse contexts in which the GGP operated, and the narrow timelines in which to achieve integration. However, as discussed in the following section, how an integrated approach is operationalised is perhaps more critical than how it is conceptualised. Operational challenges - including the translation of ToCs into appropriate country plans, sufficient resourcing of teams, and definition of key indicators - have limited the extent to which additionality has been achieved in the GGP so far.

The adaptive management and learning capacity of the programme has been vital to address both conceptual and operational challenges; many of which emerged and were addressed during the implementation of the programme. Reflections such as those in this paper can help practitioners to pre-empt and effectively address these operational challenges in future, both for the GGP and for other new integrated approaches, offering a conceptually sound approach to build on and refine for driving systems change in commodities and food systems.

© UNDP Paraguay

HOW CAN AN INTEGRATED APPROACH BETTER DELIVER SYSTEMIC CHANGE FOR COMMODITY SUPPLY CHAINS?

Integrated approaches can play an important role in accelerating the transition to sustainable commodities and other systemic goals. There is no one "right way" to configure and realise an integrated approach, but lessons and innovative practices from the GGP and other integrated approaches offer insights for how future programmes can be better designed and implemented.

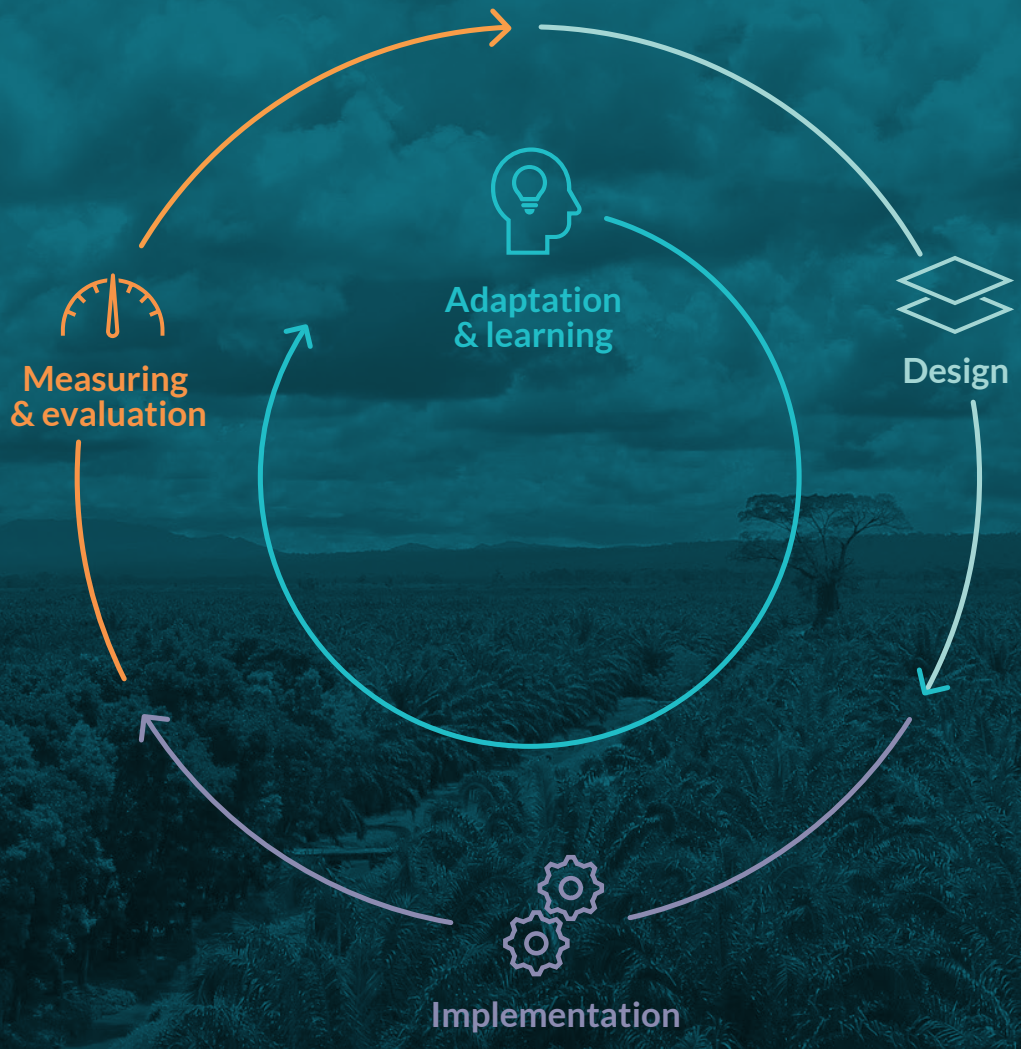
Whilst integrated programmes are necessary to achieve ambitious and challenging goals which address 'wicked problems' at a systemic scale, they are difficult to get right. The earlier section of this report has discussed the forms an integrated approach can take at a conceptual level, and how the integrated supply chain approach of the GGP was configured. This section explores **how these models can best be translated into real-world programmes; presenting reflections and recommendations to enhance their success and impact.**

These reflections are based on analysis of a range of integrated programmes with varying structure and focus (see a summary in Appendix 2) and derived from extensive interviews with partners of the GGP and other practitioners working to deliver systemic change. The consensus amongst partners is that the GGP should largely be considered a success. This is evidenced by the programme having achieved the majority of its target outcomes as well as successfully creating enablers for ongoing and lasting transformation (See Year 4 Highlights here). At the same time, it has also encountered significant challenges related to the design, implementation, and measurement of its activities, offering valuable lessons for future integrated programmes.

Recommendations based on these lessons are presented following a high-level project life cycle: Design, Implementation, and Monitoring & Evaluation, supported by a process of Adaptation & Learning throughout. Some recommendations or challenges are specific to commodity supply chains, while most are relevant to integrated programmes tackling a wider range of sustainability and development challenges. Tools and resources that can support each of these phases and recommendations are listed in Appendix 1.

Figure 2

Project life cycle



Adapted from: Open Standards for the Practice of Conservation and UNODC Evaluation Handbook.

Cross-cutting transformational practices

Five **cross-cutting transformational practices** are central to effective integrated programmes throughout their life cycle:

1.

Neutral convening spaces

Offering safe convening space for all stakeholder groups is central to integrated programmes' ability to foster alignment between stakeholders and establish shared visions from which joint work can take place. This ability to create neutral space is particularly essential for platforms where power dynamics are imbalanced but where the gathering of stakeholders around the table provides the possibility to change these dynamics.

2.

Partner integration and participation

The ability of programme partners to fully and equally participate throughout the duration of programmes is critical. The right forums for dialogue must be in place, to exchange knowledge and to build shared ownership and trust within and between partner organisations and their representatives. Resourcing, capacities, and distribution of responsibility should be well configured across the programme.

3.

Systems thinking and tools

Integrated approaches need to embrace systems thinking and tools to deliver systemic goals. These methods and tools can play a role at all stages; helping to ensure sound design, informing decision-making during implementation, and serving as the basis for monitoring, evaluation, adaptation, and learning.

4.

Flexibility and adaptation

The complexity of integrated programmes requires that effective processes and tools for recognising and adapting to dynamics in the system are built-in to the programme, and that project goals, timelines and processes are flexible enough to accommodate changes and challenges as they emerge.

5.

Innovative measurement processes and tools

The nature of systemic change that integrated programmes are designed to create means that they need to incorporate qualitative and impact-focused measures and targets, in addition to traditional quantitative and output-focused measures. These measures incentivise a focus on real-world impact over output and encourage programme teams to collaborate due to their interconnectedness. To collect these measures and feed them into adaptive decision-making, flexible processes and metrics are required.

Designing integrated approaches to commodities transformation

What's involved?

The design of any programme will typically begin with an ideation process, during which systemic challenges are identified and novel or existing ideas for how to address them are developed. Often, this early stage can involve a different mix of stakeholders than those responsible for later aspects of design and eventual implementation; including external consultants, donor agencies, donor and recipient governments, and subject matter experts. Whatever this mix looks like, their existing priorities, methodologies and preconceptions will influence aspects of a programme's design.

Later stages of design involve the selection of target landscapes or jurisdictions and beneficiaries according to the programme's goals, and definition of the strategy for achieving agreed goals in the places selected. This often involves developing a dynamic theory of change (ToC); an approach which has come to replace - or complement - more linear log frames and outcome frameworks, now recognised as unsuitable for dealing with complex problems like deforestation due to their rigidity and determinist assumptions.[27] Crucially, design also involves the definition of system boundaries and components, including how the "integrated" elements of a programme will function and interact; such as balancing place-focused and more global level interventions.

What challenges can arise?

- Political interests or demands (e.g., existing financial interests) that constrain the goals or definitions agreed during design, including inflexible definitions of outcomes or impact (e.g., definitions of deforestation) that can undermine adaptive capacity, perceptions of achievement, or the comprehensiveness of a programme.

- Institutional attachment (including of consultants that are hired to support design) to certain models for design and implementation, like log frames, and reluctance to engage with unfamiliar or complex methods like systems approaches and adaptive management.

- Lack of stakeholder alignment on criteria for the selection of target landscapes and strategic approaches to commodity production (e.g., smallholder support, certification, or land use regulation).

- Creation and adoption of poorly configured ToCs that are misaligned with the systemic nature of the challenges they seek to address, and that struggle to account for varying contexts.

What are key success factors?

Preserving suitable design principles

Understanding power dynamics and stakeholders' agendas during initial ideation and design, and resolving any early conflicts, is important to all that follows. Tensions between political stakeholders and global sustainability objectives occur often, and attention should be paid to power asymmetries in discussions between political actors, producers, and smallholder farmers. Getting the input of the right stakeholders and experts, is crucial to developing the initial concept and preserving design principles that enhance a programme's effectiveness. Design principles can include flexibility to different contexts, building trust, and balancing the agency of stakeholders.

Establishing a clear vision and supporting mechanisms for how integration will be achieved is critical for integrated programmes to fulfil their potential.

LESSONS FROM **GGP**

Over two days of participatory sessions at the Good Growth Conference in May 2021, various partners of the GGP and FOLUR highlighted the importance of design principles that promote adaptability and flexibility in complex integrated programmes. Principles should be defined during early programme design, then to maintain them, stakeholders involved in the ideation processes must be convinced of their value, beyond existing perceptions and preferences. Funders must be willing to champion these principles when they compete with other political or operational tensions such as preferences for certain operational models or the desire to use specific indicators.

Landing ToCs on the ground

Whilst playing an important role in providing a "wire frame", ToCs also struggle to account for complexities - particularly when they are designed to be replicable across multiple and diverse contexts, such as different commodities or geographies. Ensuring that local and underrepresented stakeholders have an opportunity to feed into ToC development can ensure they account for shared local dynamics and promote widespread buy-in. Crucially, future programmes should consider developing "nested" ToCs that translate the global level theory into more tailored ToCs for specific target countries or landscapes, helping to navigate specific political and economic circumstances. The global ToC can then serve as a central reference point to inform shared responsibilities like monitoring, partner interaction, and grounding place-specific activities.

LESSONS FROM **GGP**

For the GGP, the high-level ToC of the integrated supply chain approach was widely recognised as offering a systemic solution to the complex drivers of deforestation, functioning well as a conceptual framework. However, while the ToC conveyed the *theory* of change it promoted, collaborative design with partners and stakeholders on an integrated and adapted ToC did not take place at country and landscape/jurisdiction level. The ToC did not evolve or get adapted to become more relevant or applicable to specific places. This allowed for greater autonomy and flexibility for project execution in variable contexts but resulted in losing opportunities for greater country specific integration driven by the design.

Embedding integration in design

An explicit intention to operate as an integrated programme is not enough to guarantee that integration between programme components will emerge or generate additionality. Establishing a clear vision and supporting mechanisms for how integration will be achieved (either pre-planned integration between components, or the leveraging of emergent opportunities) is critical for integrated programmes to fulfil their potential. Intentions and mechanisms for sustaining integrated outcomes beyond a programme's duration should also be laid out in its design. Building this vision requires investment in exploratory exercises and conversations, and planning for a variety of potential emergent scenarios - something that future phases of the GGP and other integrated programmes intend to make more time for during design.

LESSONS FROM **GGP**

The GGP illustrates the importance of articulating expectations and processes for integration between programme components. For example, elements of the Demand and Transactions projects focused on capacity-building and tools to generate demand and financing for sustainable commodities. While both individually successful, their initial design did not emphasise strongly enough how to channel demand or financial solutions towards the target landscapes in which the Production project operated. Instead of being identified at the outset, opportunities for coordination, collaboration and integration were identified through an integrated planning mechanism that was introduced in early 2018, managed through the A&L component.

While this configuration led to positive collaboration and instances of additionality (for example, knowledge and data sharing to enhance studies and tools like the Soy Toolkit) it also required additional time and resourcing, led to delays, and resulted in some misconfigurations between programme components that could have been avoided had integration been more actively considered from the outset. Future programmes should invest more time and resources in exploring what forms of integration can be expected to emerge during implementation, engaging in-country stakeholders in these exercises and using a variety of tools to define possible outcomes and required responses.

"Particularly at the beginning, at times it felt we were operating our own projects under a shared name in quite a siloed way… opportunities to integrate the projects came later."

GGP Partner

Recommendations for the design of integrated programmes

Pursue bottom-up and participative design processes

Involving a wide range of experts, implementing organisations and local stakeholders in conceptual design can greatly strengthen integrated programmes, for both the quality of design and configuration, and the likelihood of successful implementation. **Diverse input can help to identify and define system boundaries and interactions, from which to establish the reach and strategic levers of change for the programme.** Such consultations do not need to be limited to stakeholders that will participate in a programme later.

NICFI, for example, convenes co-enquiry and learning opportunities between organisations it funds, to share applicable learnings. Recently, the GEF convened over 400 practitioners and scientists to its Technical Advisory Group meeting, to inform its thinking on priorities for the GEF 8 funding cycle.[28] Similarly, the UNDP has recently conducted a co-enquiry on systems change practices, which can inform good practice for multiple interventions.[29] Such processes can ensure the early development of programmes **builds on the learnings and successes of multiple stakeholders**, and mitigate against the risk of biases being introduced when only a small number of actors are involved in design.

Consultative and co-creational processes are particularly important to ensure ToC and programme design are applicable to specific jurisdictions or countries. Consulting with stakeholders based in the target areas provides a way to tailor a programme's global-level theory of change against the contexts of its intended interventions. This can help to **ensure that the right integration opportunities are identified at an early stage**, along with potential political and legislative constraints. For example, systems mapping exercises undertaken by the GGP in 2020 with changemakers in Paraguay and Brazil helped local project implementers to identify synergies and new interventions. **Early consultations should include Indigenous representatives and women stakeholders from target jurisdictions**, to input into Free Prior Informed Consent processes and gender action plans before implementation, and to enhance inclusive design. All UNDP activities are required to be compliant with the highest social and environmental standards, including guidance on stakeholder engagement with Indigenous peoples, local communities and women; and design and implementation of grievance response mechanisms.[30]


© UNDP Indonesia

The timescales and conditions required to deliver concrete results, or create an enabling environment for durable change, are often unpredictable, changeable, and nonlinear.

Testing and contextualising global ToCs in this way can give voice and agency to stakeholders and changemakers operating at all levels, avoiding top-down imposition, and instead **establishing vested interest and accountability amongst implementing partners**. Truly participatory design processes, which demand sufficient resources and time to succeed, can help to **ensure considerations of equity and social impact are integrated alongside environmental goals**, and that cultural sensitivity is embedded in the design of interventions for diverse geographies before they commence.

Adopt agile frameworks and tools to accommodate varying outcomes and longer timelines

The dynamic nature of places targeted by many integrated programmes (such as forest frontier landscapes) means that the timescales and conditions required to deliver concrete results, or create an enabling environment for durable change, are often unpredictable, changeable, and nonlinear. Transforming mindsets and instigating policy change, in particular, can take a long time and also depends upon political continuity or the de-politicisation of sustainability issues.[31] This **complexity and uncertainty should be embraced in programme design**, using tools like systems mapping and futures methods (see appendix) to create a deeper understanding of what kinds of change might emerge during a project.

The design of integrated programmes should create **realistic and flexible timelines and results frameworks for intended outcomes**, recognising that integrated action across multiple levels and stakeholder groups will take longer to design, coordinate, and implement. Some practitioners have suggested that timelines of up to a decade may be more realistic for complex programmes, whilst recognising that interim targets and milestones will also be needed. Others have suggested that varying timelines could be aligned with spatial scales, given that localised change can occur more swiftly than national or global level transformation. As well as aligning expected rates of change with interventions, the design stage should also anticipate incremental change beyond the programme's duration, so as to **incorporate an "exit strategy" that enables and sustains positive transformation into the future**.


© UNDP Brazil

LESSONS FROM **GGP**

Anticipating and aligning the timescales required for integration and delivery was a challenge during the GGP. During the initial inception phase, time pressures and competing demands meant that opportunities for integration between projects were not explored in depth or embedded in the structure of the programme.

During implementation, the scale of the GGP ambition, compounded by the multiple and dynamic components of the programme, resulted in a lag between project commencement, implementation, and results. On reflection, it was noted that some of the targets established in design were unrealistic due to their misalignment with actual rates of change (e.g., between the creation of policy and its widespread enforcement), or their dependency on progress in other areas. Some projects have simply taken longer to start, while others are being delivered successfully but will take longer to "trickle down" into targeted impact; certainly outside of the 5-year timeline of the GGP. Future programmes can create tables, maps, or other visualisations of dependencies between components and outcomes, so that delays can be anticipated at an earlier stage, and mitigating plans put in place. Realism in terms of the timelines for change to emerge will be essential for these exercises to be useful, as will having space and time to do so early in design.

Define a consistent set of criteria to guide the selection of focus geographies and jurisdictions.

The selection of geographies for interventions should link to the strategic goals and ToC of the programme, and **accommodate the priorities of its donors, partners, intended stakeholders and beneficiaries**. Existing political will in a jurisdiction, or programme alignment with government and ministry priorities, are key prerequisites. So too are external drivers of sector change such as legislation directed towards financial institutions. Ideally, **programmes should target landscapes or jurisdictions which demonstrate a level of maturity in at least one of their focus areas or strategic levers** (e.g., production, demand, or financing), so gaps in the other areas can be addressed to align incentives.

For example, for certain demand and finance-focused interventions that seek to bolster demand for sustainable products from international companies to be viable, a suitable criterion might be that commodities produced in the region should be sold in at least national, if not international markets. Similarly, the creation of financial products to support sustainable commodities in a given place might require that some enabling conditions have already been achieved, such as legal reforms that support sustainable production. Such **assumptions around conditionality and interdependency should be identified and tested during design through dialogue and systems or futures methods** (e.g., prototyping) involving stakeholders from target places, to tailor national and global interventions accordingly.

Develop a ToC with the appropriate balance between different levels and levers of change.

Aligning stakeholders and incentives across international, national and local levels is a vital pre-condition to systemic change, and a key outcome that integrated programmes can enable.[32] Global or supply chain interventions focus on creating enablers for sustainability across supply chains, stakeholder groups and geographies, whilst jurisdictional or landscape interventions focus on creating and channelling incentives for change towards those specific places, though few have demonstrated convincing success.[33]

Integrated programmes will often involve interventions at multiple levels – ranging from international markets for commodities, to sub-national landscapes and jurisdictions where deforestation is taking place – with the aim of creating incentives for sustainability that move between them. Importantly, no single

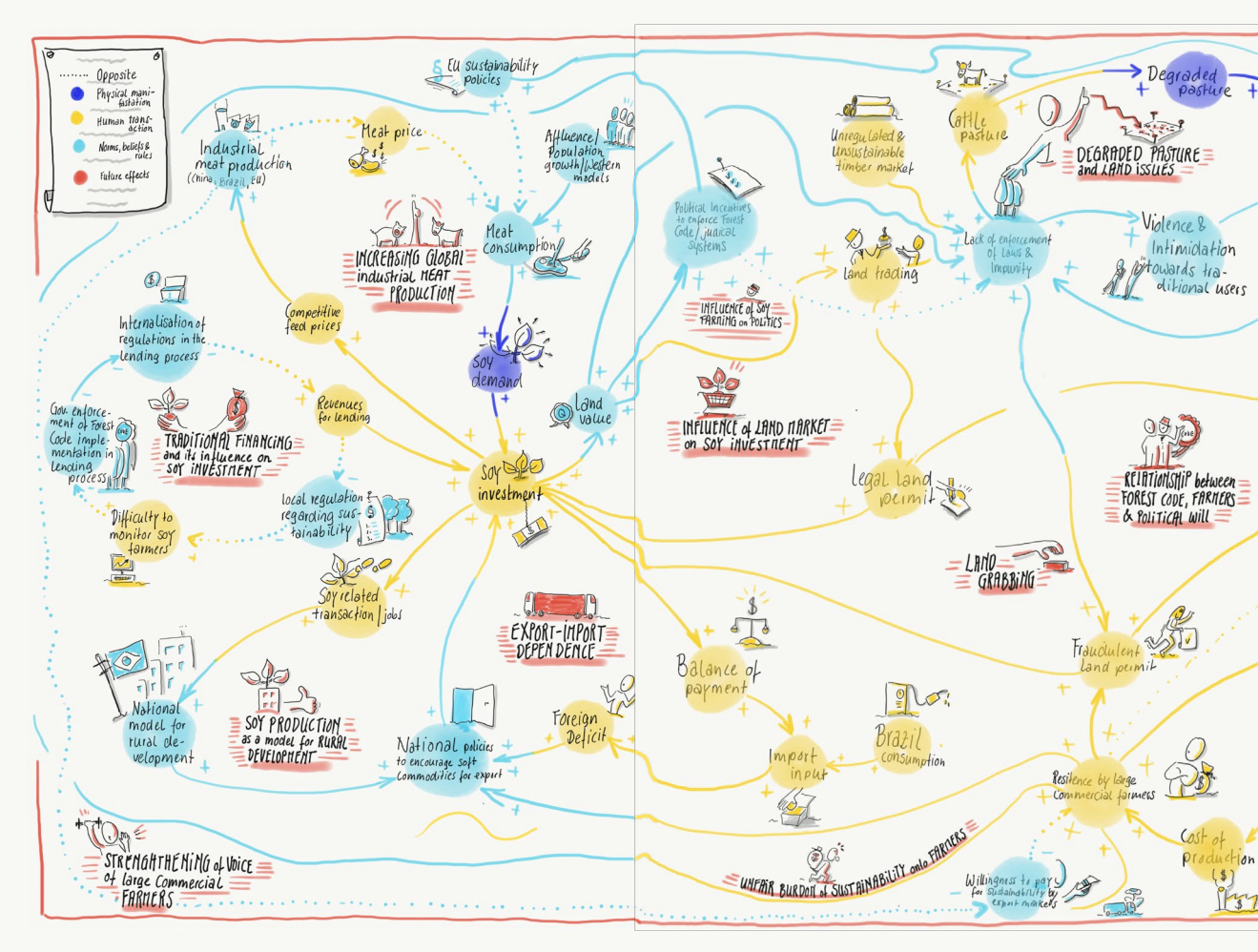
programme can be expected to generate such a large systemic shift that all production landscapes would naturally reach a tipping point towards sustainability. For global-level enablers or incentives (e.g., private sector markets for higher priced, sustainably produced commodities) to benefit specific places, **interventions should be designed to channel higher-level change towards those geographies, and to support stakeholders on-the-ground to leverage the opportunities created**. For these vertical connections to be effective, actors supporting interventions at different levels and using different levers should co-create a ToC that defines the boundaries of these activities and their interactions.

Ultimately, the promise of integrated approaches lies in their ability to **align a variety of incentives and interventions, which combined instigate widespread change.** Incentives for sustainability can include policies that promote sustainability, economic incentives like higher prices for certified commodities or favourable financing for sustainable practices. They can come from global, national, or subnational sources. Integrated approaches, and the supply chain approach of the GGP specifically, can support the creation and alignment of a variety of these incentives by working at and across different levers and levels of the commodity system.

Combining global and supply chain level shifts with national and subnational enabling policy environments, supported through national commodity platforms and international climate finance (e.g., REDD+, payments for ecosystem services), can create a combination of factors that can pass a tipping point towards sustainability. Creating the right combination of incentives for a given commodity challenge, and understanding how these will interact or complement each other is a central part of ToC design. The GGP explicitly focused on supply chain incentives, but, through the Transactions project, has also sought to integrate de-risking facilities like climate finance and blended finance in some landscapes where there are particular financing needs and enabling conditions.

Systems mapping and the GGP

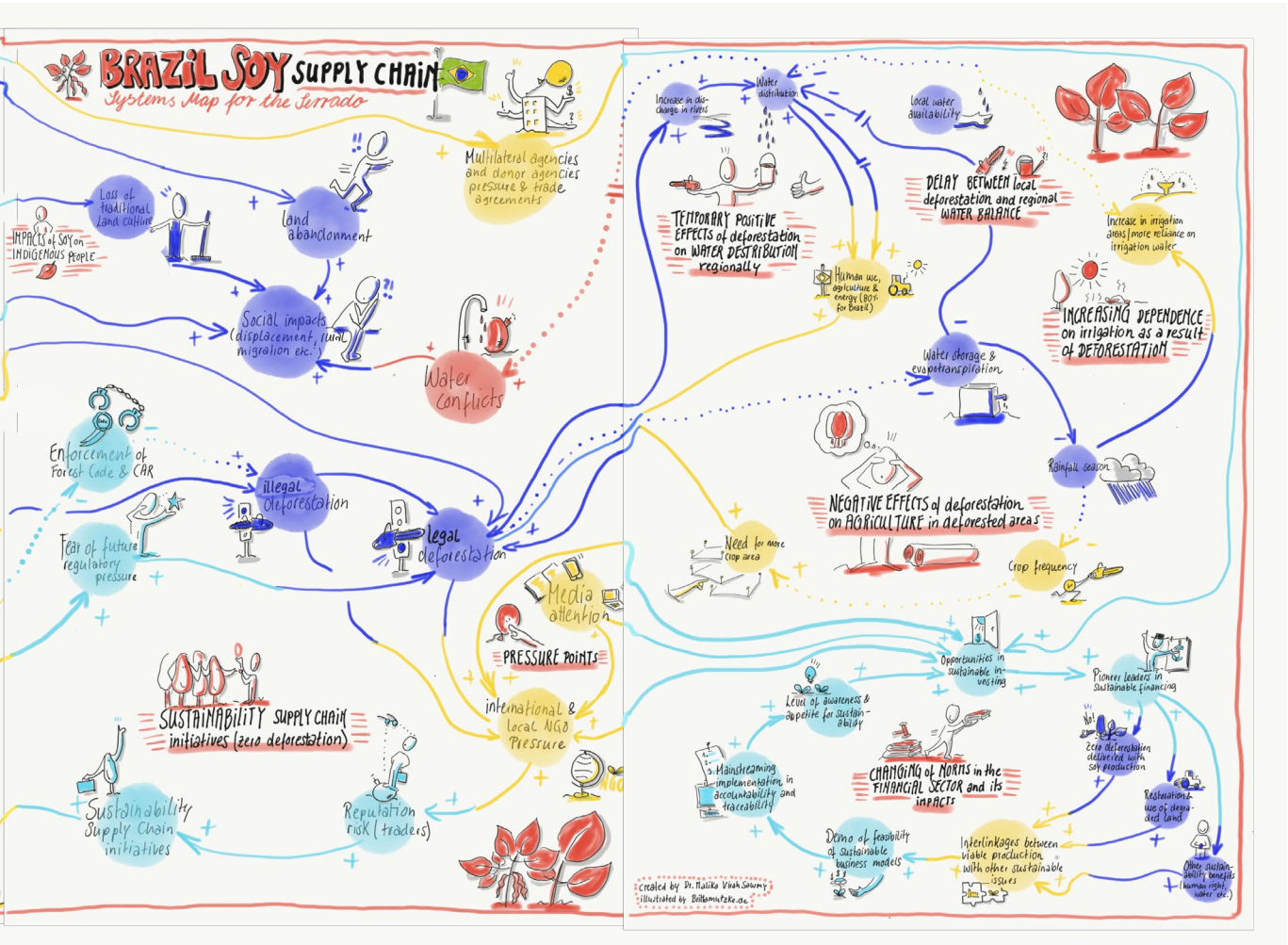
Systems mapping exercises were undertaken by the GGP in Paraguay and Brazil in 2019 and 2020, bringing together implementing partners and other stakeholders. These exercises helped implementing partners to identify opportunities for collaboration between project components as well as specific "nodes" in the respective where new activities could have an outsized effect – helping to define priorities for the next years and for the next phases of the GGP. These benefits led many participants to reflect that the exercises might have had even greater impact if conducted earlier in, and across more of, the GGP countries.



GGP Brazil systems mapping workshop © UNDP

Figure 3

An example of a systems mapping output for soy in the Brazilian Cerrado - see full image here.



Implementing integrated approaches to commodity transformation

What's involved?

In theory, implementation is simply about following the project design documents based on the ToC, workplans and budgets but, in reality, new challenges and situations that require responsiveness and adaptation will emerge throughout any complex integrated programme. Initial design may have included adaptation principles, but processes must still be in place to realise these, like procedures to formalise changes and governance mechanisms to assess them (i.e., project boards, including funders). Various tools can be used to help identify and plan responses to challenges that might emerge.

Navigating the transition from theory to reality is a critical challenge for any programme. In GEF-funded projects such as the GGP, implementation typically commences with an "inception" phase, where adjustments and additions can be made in response to dynamics that emerge in the early stages following programme design. As implementation progresses, management follows established processes for delivery of programme components, and planned or emergent connections between them, as well as adaptive management protocols to respond to external and internal change.

What challenges can arise?

- Misconfiguration of roles and responsibilities, including insufficient allocation of resourcing and time to coordination between programme components or levels (e.g., global-national or in-country teams).

- Lack of shared identity and/or limited understanding of the vision, purpose, and value of the integrated programme as a whole among participating practitioners and stakeholders.

- Failure to account for dependencies between programme components or other challenges to delivery, such as policy reforms, the commitment of private sector companies or buy-in of local stakeholders.

- Insufficient resources, technical capacity, or mandate to respond and adapt to emergent outcomes.

- Contrasting operational models, tensions between critical stakeholders, or failure to secure sustained buy-in; resulting in bottlenecks, compromised objectives, or limited collaboration and integration.

What are key success factors?

Cultivating a collaborative mindset

Ultimately, most practitioners are focused on delivering against the explicit and quantifiable targets articulated for their role in any project. However, challenges can arise when partners do not allocate sufficient resources to coordination and adaptation, or are not provided with the context, mandate, and the guidance to do so. Creating shared understanding and ownership of an integrated programme, and dedicating resources for collaboration, are critical to effective implementation. With sufficient buy-in, trust, and balanced configuration, programme partners should see achievements in other projects and programme components as their own success.

Conveying and cultivating a shared vision, linked to concrete objectives and geographical contexts, can enhance holistic understanding of a programme, the positioning of its different actors, and the interactions and integration between them. In the GGP, for example, the A&L project had an integration focus and coordinating role from the beginning. This successfully built trust and collaboration between partners at the global level, enabling identification of emergent opportunities for greater integration, and shared ownership of successes. Configuring roles and responsibilities well, creating space for in-country and on-the-ground teams to interact and participate in decision-making, and investing in materials and events that build understanding and buy-in, can all support this objective.

Importantly, implementing organisations are often themselves large and complex institutions. Core teams may be committed to a partnership mindset, yet the wider organisation is likely to be less connected. Individual implementing organisations also need to foster a sense of ownership of integrated programmes internally.


© UNDP Indonesia

GGP and the COVID-19 pandemic

The COVID-19 crisis has prompted an economic crisis of unprecedented scale that has further stressed food production and food security. As part of its response, the GGP developed four country-focused papers providing an overview of the COVID-19 situation and supply chain impacts in each country, highlighting the GGP's response to the crisis and contribution to a green, sustainable, and resilient recovery. The GGP's adaptive management processes and partner capacities have been essential to ensuring continuity during the crisis. Whilst the adaptation needs created by the crisis negatively impacted partners' capacity to explore opportunities for integration between projects, the camaraderie between partners and organisations was cited by multiple individuals as a source of resilience and shared good practice during this period.

Identifying and planning for complexity

Efforts should be made to identify potential barriers or bottlenecks that risk programme delivery, so that mitigation strategies can be developed ahead of time. In addition to their use during the design phase, systems mapping and future methods can support this. The goal should not be to minimise the need for adaptation, nor to alter projects whenever challenges or changes in context emerge. Ultimately, success can be defined in terms of how rapidly and effectively challenges are addressed or opportunities are harnessed.

Identifying emerging opportunities or responding to unpredictable events can be supported by formal tools, but creating space and a mandate for sharing between partners is equally important. Partners will need a wide range of capabilities, including staff with deep understanding of systems change concepts.

LESSONS FROM **GGP**

Barriers and bottlenecks have inevitably emerged while piloting the integrated supply chain approach. Often these have related to complex dynamics emerging in different geographies and between stakeholder groups. For example, national elections in Brazil took place after the initial project design, and significantly changed the political context for the Brazil project. This required an adaptation response and a shift from national level towards more state-level interventions, which took time to realise. Contingency planning from the outset, as well proactive engagement with sub-national political actors at an earlier stage, can help to mitigate against the impact of political change at national levels and increase the stability of future programmes.

Embedding integration in programme delivery

It is crucial that interdependencies between activities, and opportunities for collaboration and integration between executing partners and geographical scales, are identified, and articulated. The scope of work associated with each partner and programme component should be seen as one element of the overarching programme scope, not as distinct projects. ProDocs (the detailed Project Planning Documentation for each UNDP project) should reflect this, clearly signposting how the activities they cover are an essential part of the Integrated Approach and illustrating how they interact with other projects and the overall programme. Resources and incentives for coordinating integration and alignment between partners should also be communicated.

LESSONS FROM **GGP**

Learnings from the GGP's A&L project included a recognition that some connections could have been better accounted for with a defined framework of programme level indicators, including some directly tied to integration and other project´s results frameworks. A programme level framework was developed during implementation and integration was supported with annual integrated planning workshops at country and global level, in which opportunities were identified. Delivering on some programme-level indicators has proved challenging, in part because they were not integrated in individual project ProDocs. Future programmes should seek to integrate these shared indicators from the outset.

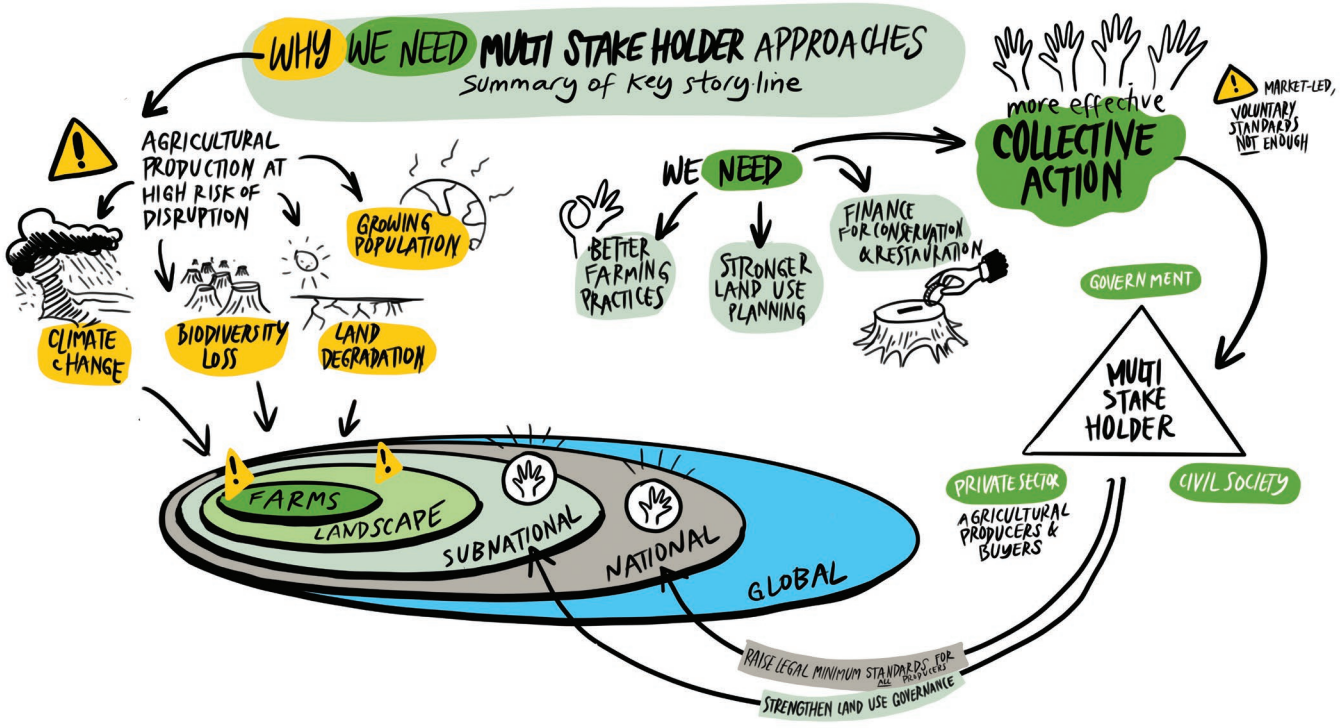
Promoting multi-stakeholder dialogue

Multi-stakeholder dialogues and ongoing engagement are crucial to understand and address the specific barriers, tensions and pain points of actors, governments, and other stakeholders across all levels of commodity supply chains, and to create shared plans for action. To be most effective, multi-stakeholder engagement processes should be multi-sectoral; for example, by engaging multiple ministries in a country and multiple private sector companies in a region, to foster both vertical and horizontal dialogue. Consensus and the creation of shared narratives are a critical pre-condition to systemic change that can only be fostered when dialogue and exchange is promoted between stakeholders.[34] Multi-stakeholder dialogues can further support integration by exposing and establishing connections across different levels, such as international financing and regional development priorities.

LESSONS FROM **GGP**

Changing Systems through Collaborative Action

In support of its work convening Multi-Stakeholder Commodity Platforms, the UNDP Green Commodities Programme has developed its Changing Systems through Collaborative Action (CSCA) methodology which has been recently published in the Guide to Effective Collaborative Action. CSCA is 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. This methodology has been developed to support the transformation of food and agricultural commodity systems in countries with significant environmental and social challenges, but it can also be applied to much broader issues or simpler engagements as well. See more here.



Drawing by Carlotta Cataldi © UNDP.

Recommendations for the implementation of integrated programmes

Create appropriate roles, mandates, and resourcing for coordinating partner integration

One key reason that some integrated programmes have been critiqued for not achieving extensive integration is because of a lack of attention to the effort it takes to realise it.[35] Illustratively, both the GGP and CFA encountered these challenges.[36] Despite all seeking to improve the sustainability of commodities, different organisations that focus on different aspects of these supply chains are not always used to working with other parts of the system. For an integrated programme to provide additionality beyond the sum of its activities, **strong mechanisms and incentives for coordinating complementary processes should be established at all operating scales and emphasised as pivotal to project implementation**. ProDocs and individual planning conducted by partners must adequately account for the time and resource costs of establishing and participating in multi-stakeholder dialogues and other coordination activities. Delivering these integrated components can also be **supported by dedicated staff working across projects**.

Strong mechanisms and incentives for coordinating complementary processes should be established at all operating scales.

In addition to resourcing, **the meaning of 'integration', and how this could play out in practice should be explored through participatory processes**. Pathways and practical mechanisms to achieve change through integration can then be further defined and articulated, equipping practitioners with the resources, understanding and mandate to pursue integration or innovate to achieve it. These can include **shared indicators and monitoring, internal dialogues, pooled learning, and capacity-building focused on exploring and defining integration for a specific programme**. Importantly, partner organisations will have different cultures and ways of working, so efforts to support integration need to seek a balance between creating shared definitions and accommodating these varied organisational styles.

Promote coordination and connections at national and sub-national level

Resource allocation and configuration of planning meetings should be spread across levels of action to **ensure that all project teams feel part of, and reap the benefits of, an integrated programme**. Particularly with geographically dispersed teams, creating space for informal conversations and moments of connection is essential to fostering a sense of trust and team identity. These "softer" aspects of integration also require investment of time and resources. **Promoting connections between teams, and placing some coordination responsibility at more local levels, can enhance the possibility of emergent integration opportunities**, particularly when they emerge at a local level and might remain less visible to global teams.

LESSONS FROM **GGP**

The GGP has achieved a high degree of trust and collaboration between its core partner organisations at a global level. However, at country level, shared identity and sense of collaboration was cultivated less, particularly at early stages. This gap emerged in part because "integrated" aspects were predominantly managed at a global level and because country teams lacked the mandate, resources, and capacities to take part in group meetings, despite opportunities to do so on paper. As the programme has progressed, the GGP has increased the number of in-country exchanges, growing a sense of connection and trust between teams, and providing a natural space to exchange ideas and identify potential collaborations. Creating space for in-country and regional exchange should be a core priority of future integrated programmes.

"We needed to invest the time and resources to establish that we are in this together and that we share the same goals"

GGP Partner

Cascade understanding of integrated programmes and their objectives across all actors and levels.

In many ways, large-scale integrated programmes are organisations in their own right. To create a sense of shared identity and ownership, there is a need for a clearly articulated mission and vision, and a compelling 'elevator pitch' that can be communicated across different contexts. Promoting a shared narrative and identity through clear communications materials can increase buy-in from both internal and external stakeholders. Private sector companies with commodity supply chains, for example, can often be overwhelmed by the vast number of demands and standards that are promoted to them by different actors. With integrated programmes, it is possible to align the asks of multiple agencies to create one cohesive ask that the private sector can embrace.

***As the programme has progressed,** the GGP has increased the number of in-country exchanges, growing a sense of connection and trust between teams, and providing a natural space to exchange ideas and identify potential collaborations.*

Internal communications materials should cover cross-cutting themes and design principles that span the entire programme. More advanced tools such as digitised visualizations of ToCs[37] with interactive features that convey interactions between programme components, can increase engagement with complex programmes.

Investing in resources that convey the goals and identity of an integrated programme can also support more effective engagement with external stakeholders that will interact with the programme. This is particularly necessary for programmes with longer timelines that deal with stakeholder turnover, for example as staff move on from earlier roles or as elections introduce new political stakeholders from commodity producing or donor countries.

Monitoring, Evaluation, Adaptation and Learning in integrated approaches to commodities transformation

What's involved?

Monitoring and evaluation (M&E) is an on-going practice throughout programme implementation. Aspects of M&E that are typically determined during the initial design of programmes - such as the definition of key success metrics and outcomes that represent delivery of goals - are discussed in this section, alongside the more continuous aspects of M&E such as data collection, reporting, monitoring, and assessment. Also discussed in this section are Adaptation and Learning (A&L) activities that take place throughout project life cycles – and feed into new projects - which are related to but distinct from M&E. As well as supporting adaptation, learning concerns a wider set of activities important to an integrated approach, ranging from the production of external knowledge products and resources; to training and capacity building exercises delivered to programme teams, collaborators, and other stakeholders.

While most integrated approaches will have goals linked to systems change, many institutions are only beginning to translate systems approaches into M&E.[38] M&E is essential not only to quantify and track progress and impact, but also to inform Adaptation & Learning activities during implementation. Monitoring helps identify issues which can be addressed through adaptive management. And, it is from issues and adaptations that valuable learning emerges.

What challenges can arise?

- Constraints that prevent programmatic adjustments in response to changes or challenges such as shifting demand toward sustainability-agnostic markets or lack of engagement from key stakeholders (e.g., producers), and lags in identifying and obtaining formal approval for solutions or adjustments.

- Securing equal participation of stakeholders, (including important voices like governments and the private sector, as well as Indigenous peoples and other local groups), in discussions about desired outcomes, emergent challenges or opportunities, and how to address them.

- Rigid impact metrics and frameworks that don't capture emergent outcomes or less tangible aspects of systemic change (such as mindset shifts in farmer attitudes) where causality and attribution are hard to account for.

- Onerous time and resource costs for implementing partners, ground-level practitioners, and others responsible for gathering and reporting data, or participating in A&L activities and discussions.

- Prioritisation of accountability and/or data collection over learning and reflection that may provide additional value to other initiatives promoting change in commodity supply chains.

What are key success factors?

Aligning monitoring and evaluation with systemic goals

The 'collaborative advantage' envisioned as a result of partnerships depends on the project's adoption of systemic goals, and the ability to measure, evaluate and respond to emergent signs of progress or change.[39] M&E frameworks and targets should capture emergent change at each scale and dimension of intervention, and accommodate contextual variation and fluidity.[40] Some targets should be tied explicitly to integration, complementing traditional project-specific measures. These could include goals related to purchasing agreements between producers in production landscapes and businesses engaged through the demand aspect, or similar ties with new financial products, for example.

Selection of indicators and monitoring processes can have a significant influence on project success. Issues arise when targets are not aligned with systemic impact potential. Measuring the outcomes of political engagement through the

number of policies enacted, for example, doesn't distinguish between small legislative changes with limited impact and transformative policies that re-shape entire sectors. This tension between output and impact needs to be carefully navigated during the selection of indicators, particularly as various pressures may lead donors and other stakeholders to favour those that can produce "big numbers" over those that represent the most systemic change.

LESSONS FROM **GGP**

During its implementation, partners collectively realised that the GGP's indicators were not appropriate for assessing its *integrated* elements. The metrics were designed to measure specific results within the projects and global environmental benefits. Initially, these were not complemented by a framework for assessing combined results at a more systemic level and across multiple levels. Inclusion of such indicators from the outset may have incentivised more investment in integration between projects. Through the A&L Project, this framework has been developed during implementation and will be an important part of the programme's terminal evaluation.

In the next phase of GGP, and in other integrated approaches to commodities, it will be important to incorporate indicators of emergent outcomes or patterns of wider and more durable systemic change into M&E frameworks. As divergent conditions and rates of progress in different jurisdictions/landscapes, regions or sectors are likely, a mix of fixed (predetermined) and flexible (emergent) results indicators should be used.

"We're seeing some big gaps in terms of our ability to measure all of the change that's happened because of the project using just the indicators that we chose at the outset of the programme."
GGP Partner

Being comfortable with uncertainty

Adaptive management frameworks that enable flexibility are crucial to complex integrated approaches. However, this requires another level of trust from donors, and the bureaucratic burden associated with changing aspects of a programme during implementation can be substantial. Outlining possible scenarios (and indicators of their emergence) and establishing agreement with partners on potential responses can increase the agility of adaptive management processes.

Recommendations for monitoring, evaluation and learning in integrated programmes

Adopt systemic measures aligned with transforming commodity supply chains

To capture systemic change, programmes should focus on outcomes - not just fixed results - with some flexible or optional indicators to acknowledge there may be multiple routes to achieve a target goal (which may have been identified during future methods exercises undertaken during design), recognising these may differ across geographies or shift in dynamic frontier landscapes. For example, optional indicators could include hectares of HCV/HCS forest conserved in some landscapes, while focusing on changing deforestation rates in others subject to context and baselines and data available. This approach would involve developing a scoring methodology to position differing results relatively. Programmes can develop a matrix of variable indicators for different levels or categories of actions, with a menu of concrete and context-related results/outputs linked to systemic outcomes. This innovative M&E approach shifts expectations away from predetermined linear pathways for change, allowing flexibility and adaptiveness to different scenarios, while still providing a central results framework across the programme.

Qualitative measures of change, which are increasingly being used in development and sustainability-oriented programmes, should also be adopted to complement quantitative measures.[41] **"Stories of change" for example can illustrate social impacts and experiences of environmental change at the ground level** in far greater detail than quantitative measures, particularly when seeking to reflect connections between programme components or complex change where attribution is challenging. These could include improving relations between government actors and local producers, for example, or the extent to which smallholders feel their livelihoods are improving. Programmes that can capture shifts between an output (e.g., the development and launch of a new financial instrument), and its outcomes, (uptake by producers, sustainable practices adopted), can better account for change over time.

"We don't necessarily need to talk about attribution, we should talk about contribution"

GGP Partner

Use tools like systems mapping to proactively anticipate and react to changing direction

As part of adaptation, **tools and frameworks should be used to capture and respond to incremental change that occurs throughout programme implementation**. These measures that capture movement towards change, enablers or shifts in dynamics are even more important if integrated programmes adopt highly dependent project components, where the launch or progression of some components is dependent on the maturity or delivery of others. When repeated at key junctures of implementation, systems mapping and future methods exercises undertaken during design can help to **anticipate shifts in power dynamics, variable rates of change or systems configuration**.

Tools for measuring systemic shifts

The GGP and UNDP have developed several tools to support the definition and measurement of systemic change, and created a new programme level framework for capturing results from the GGP. Other organisations like The Global Alliance for the Future of Food have also developed tools in this area.[42]

The UNDPs' **Ladders of Change** framework provides a participatory tool for measuring incremental change in multi-stakeholder dialogues. It can be used to measure subtle and incremental changes in attitudes and mindsets, instead of focusing on conversations held or documents signed, and help uncover deviations in perceptions of impact or benefits between stakeholder groups. An upgraded version of the tool, **Signals of Change**, is currently under development, proposing an even stronger systemic approach for the assessment of effective collaborative action.

The **Causality Assessment for Landscape Interventions** (CALI) methodology has been developed to help practitioners deepen their understanding of the causal pathways through which their respective interventions are contributing (or not) to reducing deforestation at landscape or jurisdictional level. Through the CALI methodology, project teams and their interventions are effectively linked to the landscape-level system leading to deforestation or land-use change, allowing for a holistic assessment of causality with due consideration of the system dynamics in which they operate. The methodology relies on a mixed-methods approach, combining quantitative monitoring of key outcome variables and an in-depth, qualitative (but quantifiable) assessment of contribution claims connecting results at different levels.

Focus on cross-cutting capacities and knowledge sharing

Capacity building should focus on **cross-cutting tools at key leverage points in the system**, that grow in impact as uptake increases, and **key skill sets** (e.g. systems thinking, gender mainstreaming) that are needed across teams and/or organisations. For example, Trase - a tool supported by the GGP - is a valuable source of near-live data, which could generate higher value if a large number of practitioners were trained to use it. Elsewhere, the GIZ has supported Value Links; a training designed to enhance practitioner understanding by linking business logic to development logic. Often, there will be opportunities to co-finance training, to reduce costs and increase value by growing their reach.

Capacity building and tools from the GGP

Via the A&L project and knowledge activities of the other GGP projects, the GGP has sustained a strong focus on learning, capacity building and knowledge sharing, including the promotion of tools and technical resources. Notable examples include:

Trase, a platform which provides data transparency on agricultural commodity supply chains. It now covers more than 60 percent of global trade in commodities linked to deforestation in the tropics.

Evidensia, launched by ISEAL, is the online information hub at the frontier of sustainability practice. It provides reliable, up-to-date research and analysis about the impact, effectiveness, and business value of sustainability initiatives with the purpose of driving informed decision-making.

The Soy Toolkit, developed by ProForest and launched in 2018, aims to empower and build the capacity of soy traders/buyers to deliver on their sourcing commitments. Similar toolkits were developed for **Beef** and **Palm Oil**.

The Green Commodities Community connects commodity practitioners from around the world. In 2019, a new and interactive learning program was launched with more than 20 virtual workshops run since. The GCC is innovative because of its social networking element, where individuals can share content and interact with other members, in addition to more traditional content hosted on the platform, creating a shared learning environment.

Convene or partner with global and regional commodity forums for wider shared learning

Because of the breadth and diversity of practitioners they involve, large-scale integrated approaches have achieved good success in creating spaces for learning. Organised learning moments provide opportunities to **extend key benefits of integrated programmes across wider audiences**, such as shared narratives and cross-fertilisation of ideas, but with lower transaction costs. Informal networks such as the Sustainable Agricultural Supply Chains Initiative create cross-sectoral consensus, shared knowledge and access to quality data. Similarly, the Resilient Food Systems IAP has created excellent learning opportunities for partners and other stakeholders through its online knowledge centre and regional hubs. These **hubs help practitioners share the burden of staying up to date with the ever-growing number of insights and tools available, and learn of best practice as it emerges.**

Invest in generating high-quality, comparable data and analysis across varied contexts

In the field of sustainable commodities and related areas, there is currently a dearth of comparable and high-quality data on the efficacy of different approaches beyond a small number of well-studied landscapes. This lack of data inhibits a more science-driven approach to the design of future interventions.[43] Integrated programmes which employ a similar mix of interventions across multiple jurisdictions or other boundaries offer **key opportunities for comparative analysis, and consistent data should be collected on characteristics, strategy, outcomes, and impact**. Practitioners should coordinate with researchers and local actors to agree principles for data collection based on best practice and set aside budget for research opportunities that emerge during long-term programmes. The Evidensia platform was designed as a one-stop-shop for research and synthesis on the effectiveness of market-based sustainability approaches, and to highlight critical gaps in order to guide future research efforts.

CONCLUSION

Through the integrated supply chain approach, the GGP has successfully built enablers for sustainability in the production, demand and financing of three crucial commodities, in four countries across three continents. It has brought leading organisations together in close partnership, built trust and created shared knowledge and practice. It has engaged hundreds of stakeholders and collaborators, and supported thousands of beneficiaries. But there is much more to come.

The GGP has demonstrated a proof of concept for the integrated supply chain approach through the results the programme has achieved so far, including establishing enabling conditions for change and new connections across commodity supply chains. The experience of the partnership offers key learnings on *how* to effectively design and implement an integrated approach to improve commodity sustainability and reduce deforestation. The multiple and connected enablers built by the GGP have established foundations from which to rapidly scale future integration and collaboration in the next phase of the GGP.

At the same time, the experience shows that integration does not just happen. It takes investment and commitment from institutions and individuals to create the conditions where it can emerge, and processes and resources to realise. Theories of Change bump against the ever-changing realities and uniqueness of places in which commodities are produced. Power dynamics between stakeholders present new challenges. Spaces for open exchange are needed and, in the end, the changes instigated must be measured and accounted for, and lessons must be learnt and disseminated.

The experience of the GGP has demonstrated that the **integrated supply chain approach is conceptually well suited to tackling the systemic complexity of global commodities systems**. Lessons have been learned that can support better outcomes in future; for example, the next phase of the programme should place further emphasis on integration between project components which are managed separately and at different scales. At the same time, no matter how well designed, no fixed plan or configuration is likely to survive unchanged over the course of

a lengthy and multifaceted programme. A **commitment to systems thinking, and agile and collaborative ways of working, supported by the appropriate resources and tools**, are equally essential to delivering programme goals.

Ultimately, the main contributions of this paper are the **insights and best practice learnings it can offer to inform the design of other integrated approaches**, in what may be the most vital decade in modern human history. In less than 9 years, we must totally transform many of our global systems to avert catastrophic climate change.

Change of this kind involves **working with complexity** to help actors glimpse the whole system, to recognise their place within it, and the opportunities to contribute to positive change through **collaborative and innovative processes**. We have the technical capacity and the technology to create a sustainable global food system – for which transforming tropical commodity supply chains is crucial - but perceptions, interests and embedded thinking still hamper the progress and impact of projects. **Integrated approaches like the GGP are an important tool to support systemic transformation, providing we design, deliver and evolve them in the right way to fulfil their potential**.

By their nature, integrated approaches will involve a wide range of stakeholders at different stages and for more or less time. But, as **changing a system requires some understanding of the boundaries and dynamics of that system** as a whole, creating and delivering a partnership that can achieve this requires a holistic understanding of the approach. Individuals involved in such a programme should consider each of the stages and reflections outlined in this report, before turning to their role within it.

Most institutions and actors promoting sustainable commodities and other vital goals for our planet already recognise ***why* integration** is important for systems change. With this report and the future dialogues and learnings that it can ground and stimulate, **we are moving to understand *how* integrated approaches can be operationalised; as an effective and strategic part of global efforts to achieve essential, long-term transformation of our food systems**. The GGP partners **invite you to consider joining them for more impact, as they move into their next phase, building on the learning of this pilot phase.**

"I don't see this as the end of anything, this is just the beginning, and we'll keep seeing results and outcomes that were started in GGP that emerge in the coming years."
GGP Partner

APPENDIX 1

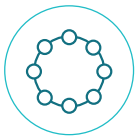
Tools and resources to support integrated approaches to transforming commodity supply chains

A variety of tools, methods and resources can provide value to individuals and organisations during different stages of integrated approaches. Outlined below are a series of such tools. Some of these tools played an important role in the design and delivery of the GGP, whilst others have been highlighted by other practitioners and programmes as valuable resources that the GGP and other integrated approaches should adopt.

Tools and resources to support design

Conceptual design tools

The extensive literature on integrated approaches and systems change offers a vast array of conceptual tools, frameworks, and methodologies for the design of interventions. For example, the definition of system boundaries and interactions can be informed by analytical frameworks developed by Vea et al[44] or the Global Environmental Change and Food System.[45] Decisions relating to scale and causality, and spatial and temporal integration can be informed by systems approaches such as Agricultural Innovations Systems[46], and heuristics modelling such as multi-level perspective (MLP) theory.[47] The adaptive decision-making process (ADMP) is a guiding framework for participatory management which establishes shared 'ownership' between stakeholders.[48] Programme designers should invest time to explore available tools and identify those that are best suited to supporting their specific goals and focus issues.



Stakeholder and systems mapping exercises

Systems mapping is the creation of visual depictions of a system, such as its relationships and feedback loops, actors, and trends. The exercise provides a simplified conceptual translation of a complex system that can get partners on the same page. Systems mapping is a key tool

to 1) test and contextualise a global ToC against local contexts and 2) to find synergistic areas of action according to partners' relative influence at international, national, and local levels, and prioritise them. It can also help to map changemakers' existing activities to identify gaps and overlaps, to inform the planning of integrated project activities, and to map power dynamics and points of friction in a system that will require particular attention in design. Systems mapping activities should be supported by stakeholder mapping, to build a picture of interventions and actors in a specific place. Awareness of the local actors already operating on the ground (and opportunities to collaborate) can reduce duplication and costs.

Supported by high-quality facilitation and systems methods experts, and stakeholder mapping exercises, systems mapping tools can help programme partners to understand and work with the systemic complexity of a given place or challenge. This can help to establish a more realistic assessment of prospective activities, outcomes and outputs, and the resourcing and timelines required to deliver them against the programme's ambition. Such exercises are most effective when a wide variety of stakeholders can participate.

Futures methods

Future methods help practitioners to explore various potential futures, where the extent of uncertainty and range of variables make one likely scenario or set of outcomes impossible to predict.[49] According to the level of uncertainty involved, three forms of future mapping can be used: predictive (what will happen?), explorative (what can happen?) and preservative (how can a specific target be reached?).[50] Use of such tools during design can help practitioners to be more agile, using predicted scenarios to anticipate or react to changes prior to or during implementation, and to build resilience in interventions. These were identified as a useful tool for the future of GGP.

Governance weakness mapping

Governance weakness mapping can help to identify and mitigate against governance challenges in target places that risk undermining project impact or operations. To be effective, this mapping should assess each governance scale and specific place in which a programme will operate and involve a range of experts and local stakeholders with the appropriate knowledge.

Tools and resources to support implementation

Facilitator banks

To ensure quality facilitation is continuously available, programmes should establish facilitator 'banks' of individuals familiar with the topic areas, and from a variety of backgrounds, who can be called upon to support multi-stakeholder dialogues at each level of intervention. The GGP was able to establish a bank of facilitators through its community of practice, and the Green Commodities Community.

Skilful convening, moderation and conflict-resolution mechanisms are needed to bring diverse representatives together in a 'safe space' for deep listening, interchange, and input from all parties. Minimising the manifestation of dominant power relations, and ensuring the voices of all participants are heard and respected, should be a priority; particularly where underrepresented groups are present. The UNDP's Social and Environmental Standards provide a required set of practices to guide all engagement with underrepresented groups, including FPIC, stakeholder engagement plans and grievance response mechanisms.

Centralised technical expertise

Certain areas of expertise that are relevant across project interventions and places are best housed at a global level and made available to the different components of a programme. These can include cross-cutting issues such as governance and gender, as well as specific areas like support for international market access. Through access to a central source of expertise, tools and resources on these issues, practitioners can respond to needs of specific projects and places, guided by a consistent quality of advice and approach. This centralised configuration is particularly valuable to programmes that operate across a large number of places and contexts.

Tools and resources to support monitoring, evaluation, adaptation, and learning

Data collection and analysis solutions

Programmes should consider investing in software and hardware solutions that support data sharing, collaboration and team interaction between places, organisations, and contexts. For M&E in particular, programmes like the Conservation and Markets Initiative have invested in digital reporting platforms for the collection of project indicators. With these custom-made platforms, teams can more easily input individual project results whilst also seeing overall progress towards shared indicators. These platforms can support visual connections between outputs and outcomes to illustrate progress towards broader milestones. Whilst reducing the time burden and costs of reporting, such tools can build a sense of shared ownership between distant project teams by increasing visibility of the project as a whole.

Project newsletters and updates

Simple tools such as project newsletters that provide key updates on activities and outcomes can be extremely helpful in keeping various partners informed about the overall project during implementation. This reduces the amount of time taken up during coordination and learning meetings providing updates. Simple practices during meetings too, such as allowing small amounts of time at the beginning of meetings for individuals who have not had time to read pre-read documents to do so, can also reduce the amount of time taken away from more strategic conversations and decision-making. Many large programmes use such newsletters to inform internal stakeholders, and some also share these newsletters with interested external actors like funders and collaborators.

APPENDIX 2
Initiatives examined in this research

	Commodities / Issue Areas	Focus Countries / Landscapes	N. of partners	Components	Key activities	Year started	Key Success Factors
Cocoa & Forests Initiative	Cocoa	Côte d'Ivoire, Ghana, and Columbia	15	Finance, Production, Demand, Multi-stakeholder dialogue, Climate Resilience	Conservation of National Parks and forested land, as well as restoration of forests. Sustainable intensification and diversification of income to increase farmers' yields and livelihood, to grow "more cocoa on less land". Engagement and empowerment of cocoa-growing communities.	2017	Strong focus on private sector engagement. Platforms / networks for dialogue and knowledge exchange. Public-private collaboration / partnerships
Coalition for Sustainable Livelihoods	Cocoa, Coffee, Oil palm, Rubber, Timber, and other crops	North Sumatra and Aceh (Indonesia)	10	Finance, Production, Demand, Multi-stakeholder dialogue, Climate Resilience	Coordinating, aligning, and building upon current initiatives, programmes, and policies. Supporting government programmes. Investing in strengthening existing and developing integrated landscape initiatives.	2018	Greater resource availability through partnerships. Governance mechanisms for flexibility and adaptability. Engagement and inclusion of local stakeholders
Resilient Food Systems IAP	Food Security, Land degradation.	Burundi, Burkina Faso, Eswatini, Ethiopia, Ghana, Kenya, Malawi, Niger, Nigeria, Senegal, Tanzania, Uganda	10	Finance, Production, Demand, Multi-stakeholder dialogue, Climate Resilience	Fostering sustainability and resilience for food security in sub-Saharan Africa. Conserving land under sustainable management and improved production practices. Avoiding and sequestering emissions. Benefiting households.	2018	Regional hubs for collaboration, learning and monitoring. Platforms/networks for dialogues and knowledge exchange. Integrates gender mainstreaming as a cross-cutting theme. Develops innovative methods and tools
Soft Commodities Forum	Soy	Brazilian Cerrado	10	Finance, Production, Demand, Climate Resilience	Monitoring land use. Engaging stakeholders. Transforming landscapes.	2018	Strong focus on private sector engagement. Creation of financial incentives. Strong focus on engaging producers. Focus on supply chain transparency, traceability, and monitoring
Tropical Forest Alliance	Palm oil, Beef, Soy, Pulp/Paper and other commodities	West & Central Africa, Latin America, Southeast Asia and Global	18	Finance, Production, Demand, Multi-stakeholder dialogue, Climate Resilience	Supporting commodity coalitions to implement their commitments. Catalysing the implementation of jurisdictional approaches. Working with finance to reduce deforestation.	2012	Platforms/networks for dialogue and knowledge exchange. Strong focus on private sector engagement. Strong focus on engaging producers. Public-private collaboration / partnerships
Collaboration For Forests and Agriculture	Beef and Soy	Amazon, Cerrado and the Chaco ecosystems in Brazil, Paraguay, and Argentina	4	Finance, Production, Demand, Multi-stakeholder dialogue, Climate Resilience	Fostering private sector leadership. Ensuring robust transparency. Aligning capital. Cross-cutting components	2016	Strong focus on private sector engagement. Develops innovative methods and tools. Creation of financial incentives. Focus on supply chain transparency, traceability, and monitoring
Bird's Head Seascape	Marine Protected Areas	West Papua, Indonesia	25	Finance, Production, Demand, Multi-stakeholder dialogue, Climate Resilience	Conservation of marine areas. Employment of local people to protect marine areas. Aiding communities to protect and sustainably manage their resources and their livelihoods.	2004	Strong focus on government engagement. Creation of financial incentives. Engagement and inclusion of local stakeholders
FOLUR	Beef, Cocoa, Corn, Coffee, Palm oil, Rice, Soy and Wheat	27 Countries	6	Finance, Production, Demand, Multi-stakeholder dialogue, Climate Resilience	Building on in-country activities and scaling-up at regional and global levels. Focusing on capacity strengthening, policy, and value chain engagement, strategic knowledge management and communications.	2020	N/A

* The characteristics in this table have been derived from publicly available documents and may be incomplete where documents that were unavailable to this research contained further details.

INDIVIDUALS CONSULTED FOR THIS RESEARCH

The Good Growth Partnership would like to thank the following individuals for providing their insights and time to this research.

- Rita Arami Samudio Nunez; IFC Paraguay
- Margaret Arbuthnot; WWF US
- Alexis Arthur; UNDP Climate and Forests Team
- Haseeb Bakhtary; Climate Focus
- Scarlett Benson; Systemiq
- Mara Beez; GIZ
- Gino Bianco; WWF US
- Pascale Bonzom; UNDP GCP
- Andrew Bovarnick; UNDP GCP
- John Buchanan; Conservation International
- Felipe Carazo; TFA
- Rodrigo Ciannella; IFAD
- Tim Clairs; UNDP Climate and Forests Team
- Aline da Silva; UNDP GCP
- Roberto Duarte, GIZ
- Amy Duchelle; CIFOR
- Pascal Fabie; UNDP GCP
- Dieter Fischer; IFC
- Leonardo Fleck; Moore Foundation
- Jonathan Gheyssens; UNEP FI
- Bruno Guay; UNDP Climate and Forests Team
- Paul Hartman; GEF
- George Ilebo; Conservation International
- Luis Iseppe; WWF US
- Eric Lambin; Stanford University
- Jane Lino; Proforest
- Martina Locher, SECO
- Dr Simon Lord, Independent consultant
- Daniel Nepstad; Earth Innovation Institute
- Niki Nofari; WWF Indonesia
- Federico Machado, WWF Brazil
- Patrick Mallet; ISEAL
- Charles O'Malley; UNDP GCP
- Daniel Meyer; Global Canopy
- Miguel Moraes; Conservation International
- Ivo Mulder; UNEP
- Nicolas Petit; UNDP GCP
- Angga Prathama; WWF Indonesia
- Vidya Rangan; ISEAL
- Guido Rutten; IDH
- Amanda Sennert; Conservation International
- Galah Toto; UNDP Liberia
- Dr Malika Virah Sawm; Sensemakers Collective
- Mariana Sidabutar, UNDP Indonesia
- Jonky Yawo Tenou; IFAD
- Lara Yacob; UNEP FI

We would also like to thank our Expert Advisory Group for their time spent reviewing and providing critical feedback on our findings, to the great benefit of the final conclusions of this research.

- Mara Beez; GIZ
- Felipe Carazo; TFA
- Tim Clairs; UNDP Climate and Forests Team
- Dr Simon Lord, Independent consultant
- Guido Rutten; IDH
- Dr Malika Virah Sawmy; Sensemakers Collective

This report was produced by Kite Insights on behalf of the Good Growth Partnership. We extend our thanks to Yasmin Paul, Julian Lambin, Grace Chua, and Anusha Raghav for their contribution to this research.

BIBLIOGRAPHY

Åström K. J., Murray R. M. 2008. "What is feedback?". Feedback Systems: An Introduction for Scientists and Engineers. *Princeton University Press.*

Bascompte, J., 2009. Disentangling the web of life. *Science*, 325(5939), pp.416-419.

Beer, T. 2017. Systems Change Evaluation Forum; Executive Summary. Center for Evaluation Innovation.

Bennett, E.A., 2017. Who governs socially-oriented voluntary sustainability standards? Not the producers of certified products. *World Development*, *91*, pp.53-69.

Besharov, M., Joshi, R., Vaara, E., & West, D. (2021). The Decisive Decade: Organising Climate Action – Catalytic Collaboration for Systems Change. Saïd Business School, University of Oxford and the Mission 2020 Campaign.

Biswas, A.K., 2008. Integrated water resources management: is it working?. International Journal of Water Resources Development, 24(1), pp.5-22.

Börjeson L, Höjer M, Dreborg KH, Ekvall T, Finnveden G (2006) Scenario types and techniques: towards a user's guide. Futures 38:723–739.

Boshoven, J., Fleck, L.C., Miltner, S., Salafsky, N., Adams, J., Dahl-Jørgensen, A., Fonseca, G., Nepsted, D., Rabinovitch, K. and Seymour, F., 2021. Jurisdictional sourcing: Leveraging commodity supply chains to reduce tropical deforestation at scale. A generic theory of change for a conservation strategy, v 1.0. *Conservation Science and Practice*, p.e383.

Business Fights Poverty and the Corporate Responsibility Initiative at the Harvard Kennedy School. 2018. Advocating Together for the SDGs - How civil society and business are joining voices to change policy, attitudes and practices. Accessed here.

Carmenta, R., Coomes, D.A., DeClerck, F.A., Hart, A.K., Harvey, C.A., Milder, J., Reed, J., Vira, B. and Estrada-Carmona, N., 2020. Characterizing and evaluating integrated landscape initiatives. One Earth, 2(2), pp.174-187.

CDP. 2021. The collective effort to end deforestation: Global forests report. Accessed here.

CMP. (2020). The open standards for the practice of conservation, v. 4.0. Bethesda, MD: Conservation Measures Partnership (CMP)

Delabre, I., Nolan, C., Jespersen, K., Gallemore, C. and Alexander, A., 2021. Sustainable Production of Forest-Risk Commodities: Governance and Disarticulations. *Sustainable Consumption and Production, Volume I: Challenges and Development*, pp.209-226.

FAO and UNEP. 2020. The State of the World's Forests 2020. Forests, biodiversity, and people. Rome.

Fauré, E., Arushanyan, Y., Ekener, E., Miliutenko, S. and Finnveden, G., 2017. Methods for assessing future scenarios from a sustainability perspective. European Journal of Futures Research, 5(1), pp.1-20.

Frost, P., Campbell, B., Medina, G. and Usongo, L., 2006. Landscape-scale approaches for integrated natural resource management in tropical forest landscapes. Ecology and Society, 11(2).

Garrett, R.D., Levy, S., Gollnow, F., Hodel, L. and Rueda, X., 2021. Have food supply chain policies improved forest conservation and rural livelihoods? A systematic review. *Environmental Research Letters*.

Garrett, R., Rueda, X., Levy, S., Bermudez Blanco, J.F., Shah, S. 2018. Measuring impacts of supply chain initiatives for conservation: focus on forest-risk food commodities. Meridian Institute. Washington, DC.

Geels, F.W., 2011. The multi-level perspective on sustainability transitions: Responses to seven criticisms. Environmental innovation and societal transitions, 1(1), pp.24-40.

Gordon and Betty Moore Foundation. November 2020. Lessons from our work to harness market forces for environmental conservation outcomes. Accessed here.

Gottret, M.V. and White, D., 2002. Assessing the impact of integrated natural resource management: challenges and experiences. Conservation Ecology, 5(2).

Haldrup S. V. 2020. Measuring systems transformation: towards a preliminary framework. UNDP Innovation. Accessed here.

Hummelbrunner, R., 2010. Beyond logframe: critique, variations and alternatives. *Beyond logframe; Using systems concepts in evaluation*, *1*. [Accessed here June 2021]

Independent Evaluation Office of the GEF. 2017. Formative review of the Integrated Approach Pilots. GEF, Washington, D.C.

Kennedy E., Gladek E., Roemers G. 2018 Using systems thinking to transform society: the European food system as a case study. Metabolic & WWF

Lal, P., Lim-Applegate, H. and Scoccimarro, M., 2002. The adaptive decision-making process as a tool for integrated natural resource management: focus, attitudes, and approach. Conservation Ecology, 5(2).

Lambin, E.F., Gibbs, H.K., Heilmayr, R., Carlson, K.M., Fleck, L.C., Garrett, R.D., de Waroux, Y.L.P., McDermott, C.L., McLaughlin, D., Newton, P. and Nolte, C., 2018. The role of supply-chain initiatives in reducing deforestation. *Nature Climate Change*, 8(2), pp.109-116.

Lenton, T., Benson, S., Smith, T., Ewer, T., Lanel, V., Petykowski, E., Powell, T. W. R., Abrams, J. F., Blomsma, F., Sharpe, S. 2021. "Operationalising Positive Tipping Points towards Global Sustainability." Exeter: University of Exeter/Global Systems Institute

Lovell, C., Mandondo, A. and Moriarty, P., 2002. The question of scale in integrated natural resource management. *Conservation Ecology*, 5(2).

Margerum, R.D. and Born, S.M., 1995. Integrated environmental management: moving from theory to practice. *Journal of environmental planning and management*, *38*(3), pp.371-392.

Meridian Institute. 2020. Learning how supply chain initiatives function in the real world: Engaging researchers and practitioners. Supply chain sustainability research fund.

Meyfroidt, P., Lambin, E.F., Erb, K.H. and Hertel, T.W., 2013. Globalization of land use: distant drivers of land change and geographic displacement of land use. Current Opinion in Environmental Sustainability, 5(5), pp.438-444.

Neimark, B., Osterhoudt, S., Alter, H. and Gradinar, A., 2019. A new sustainability model for measuring changes in power and access in global commodity chains: through a smallholder lens. Palgrave Communications, 5(1), pp.1-11.

Pascual, U., Adams, W.M., Díaz, S., Lele, S., Mace, G.M. and Turnhout, E., 2021. Biodiversity and the challenge of pluralism. *Nature Sustainability*, pp.1-6.

ProForest. 2016. Implementing responsible sourcing - using landscape or jurisdictional initiatives.

Scoones, I., 2016. The politics of sustainability and development. *Annual Review of Environment and Resources*, 41, pp.293-319.

Smith, W.K., et al., 2019. Voluntary sustainability standards could significantly reduce detrimental impacts of global agriculture. *Proceedings of the National Academy of Sciences*, *116*(6), pp.2130-2137.

Stephenson, R.L., Hobday, A.J., Cvitanovic, C., Alexander, K.A., Begg, G.A., Bustamante, R.H., Dunstan, P.K., Frusher, S., Fudge, M., Fulton, E.A. and Haward, M., 2019. A practical framework for implementing and evaluating integrated management of marine activities. Ocean & Coastal Management, 177, pp.127-138.

Stickler, C. M., Duchelle, A. E., Ardila, J. P., Nepstad, D. C., David, O. R., Chan, C., ... Warren, M. W. (2018). The state of jurisdictional sustainability. San Francisco/Bogor, Indonesia/Boulder: Earth Innovation Institute/Center for Inter- national Forestry Research/Governors' Climate & Forests Task Force Secretariat.

Tengberg, A., and Valencia, S. 2017. Science of Integrated Approaches to Natural Resources Management: A STAP Information Document. Global Environment Facility, Washington, D.C.

UNDP.2019. Value beyond value chains: Guidance note for the private sector. Accessed here.

UNDP & UNEP. 2019. Looking Back, Looking Ahead: Lessons on Integrated Approaches to Sustainable Development from the Poverty-Environment Initiative 2005–2018. Accessed here.

UNDES & UNDP. 2018. What is a good practice? A framework to analyse the quality of stakeholder engagement in implementation and follow-up of the 2030 Agenda.

WWF. 2021. Plan for at risk landscapes: decoupling deforestation and land conversion from commodity production and achieving benefits for nature, climate and people. Accessed here.

van Tulder, R., Keen, N. 2018. Capturing Collaborative Challenges: Designing Complexity-Sensitive Theories of Change for Cross-Sector Partnerships. *J Bus Ethics* 150, 315–332. https://doi.org/10.1007/s10551-018-3857-7

ENDNOTES

1 UNDP. 2021. Four-dimensional systemic change. Accessed here.

2 WWF. 2021. Plan for at risk landscapes: decoupling deforestation and land conversion from commodity production and achieving benefits for nature, climate and people. Accessed here.

3 FAO & UNEP. 2020. The State of the World's Forests 2020. Forests, biodiversity, and people. Rome.

4 https://research.wri.org/gfr/forest-pulse

5 Tengberg, A., & Valencia, S. 2017. Science of Integrated Approaches to Natural Resources Management: A STAP Information Document. GEF..

6 Lenton, T., Benson, S., Smith, T., Ewer, T., Lanel, V., Petykowski, E., Powell, T. W. R., Abrams, J. F., Blomsma, F., Sharpe, S. 2021. "Operationalising Positive Tipping Points towards Global Sustainability." Global Systems Institute

7 Margerum, R.D. and Born, S.M., 1995. Integrated environmental management: moving from theory to practice. *Journal of environmental planning and management*, *38*(3), pp.371-392.

8 *Definition adapted from a range of academic papers consulted and cited in this report, which focused on the topic of integrated approaches to development and/or natural resource management.*

9 Born, S.M. and Sonzogni, W.C., 1995. Integrated environmental management: strengthening the conceptualization. *Environmental management*, *19*(2), pp.167-181.

10 "*Feedback occurs when outputs of a system are routed back as inputs as part of a chain of cause-and-effect that forms a circuit or loop.Simple causal reasoning about a feedback system is difficult because the first system influences the second and second influences the first, leading to a circular argument. This makes reasoning based upon cause and effect tricky, and it is necessary to analyze the system as a whole."* See: Åström K. J., Murray R. M. 2008. "What is feedback?". Feedback Systems: An Introduction for Scientists and Engineers. *Princeton University Press*.

11 Tengberg, A., and Valencia, S. 2017. "Science of Integrated Approaches to Natural Resources Management , A STAP Information Document. GEF, Washington, D.C.

12 Carmenta, R., et al., 2020. Characterizing and evaluating integrated landscape initiatives. *One Earth*, *2*(2), pp.174-187.

13 Independent Evaluation Office of the GEF. 2017. Formative review of the Integrated Approach Pilots. GEF, Washington, D.C.

14 ProForest. 2016. Implementing responsible sourcing - using landscape or jurisdictional initiatives.

15 Stickler, C. M. et al. 2018. The state of jurisdictional sustainability. San Francisco/Bogor, Indonesia/Boulder: Earth Innovation Institute/Center for International Forestry Research/ Governors' Climate & Forests Task Force Secretariat.

16 Bennett, E.A., 2017. Who governs socially oriented voluntary sustainability standards? Not the producers of certified products. *World Development*, *91*, pp.53-69.

17 Tengberg, A., and Valencia, S. (2017). "Science of Integrated Approaches to Natural Resources Management", GEF, Washington, D.C.

18 Independent Evaluation Office of the GEF. 2017. Formative review of the Integrated Approach Pilots. GEF, Washington, D.C. Page 81.

19 Boshoven, J. et al., 2021. Jurisdictional sourcing: Leveraging commodity supply chains to reduce tropical deforestation at scale. A generic theory of change for a conservation strategy, v 1.0. Conservation Science and Practice, 3(5), p.e383.

20 Lovell, C., Mandondo, A. and Moriarty, P., 2002. The question of scale in integrated natural resource management. *Conservation Ecology*, *5*(2).

21 Geels, F.W., 2011. The multi-level perspective on sustainability transitions. *Environmental innovation and societal transitions*, *1*(1), pp.24-40.

22 Meyfroidt, P., Lambin, E.F., Erb, K.H. and Hertel, T.W., 2013. Globalization of land use: distant drivers of land change and geographic displacement of land use. Current Opinion in Environmental Sustainability, 5(5), pp.438-444.

23 Boshoven, J. et al., 2021. Jurisdictional sourcing: Leveraging commodity supply chains to reduce tropical deforestation at scale. A generic theory of change for a conservation strategy, v 1.0. Conservation Science and Practice, 3(5), p.e383.

24 Tengberg, A., & Valencia, S. (2017). Science of Integrated Approaches to Natural Resources Management, A STAP Information Document. GEF.

25 Lal, P., Lim-Applegate, H. and Scoccimarro, M., 2002. The adaptive decision-making process as a tool for integrated natural resource management: focus, attitudes, and approach. *Conservation Ecology*, *5*(2).

26 Different tools have been used to calculate data on CO2 emissions avoided in the Brazil and Production projects. Please contact the GGP if further clarifications are needed.

27 Hummelbrunner, R., 2010. Beyond logframe: critique, variations and alternatives. *Beyond logframe; Using systems concepts in evaluation*, *1*. [Accessed here June 2021]

28 See here.

29 See here.

30 UNDP SES at https://info.undp.org/sites/bpps/ses_toolkit/Pages/Homepage.aspx

31 Scoones, I., 2016. The politics of sustainability and development. *Annual Review of Environment and Resources*, 41, pp.293-319.

32 UNDP (2021) Four-dimensional systemic change. Accessed here.

33 Stickler, C. M., et al. (2018). The state of jurisdictional sustainability. San Francisco/Bogor, Indonesia/Boulder: Earth Innovation Institute/Center for International Forestry Research/ Governors' Climate & Forests Task Force Secretariat.

34 Besharov, M., Joshi, R., Vaara, E., & West, D. (2021). The Decisive Decade: Organising Climate Action – Catalytic Collaboration for Systems Change. Saïd Business School, University of Oxford and the Mission 2020 Campaign.

35 Stephenson, R.L., et al., 2019. A practical framework for implementing and evaluating integrated management of marine activities. Ocean & Coastal Management, 177, pp.127-138.

36 Gordon & Betty Moore Foundation. 2020. Lessons from our work to harness market forces for environmental conservation outcomes.

37 See examples of visualisation tools that can be used here.

38 Haldrup S. V. 2020. Measuring systems transformation: towards a preliminary framework. UNDP Innovation. Accessed here.

39 van Tulder, R., Keen, N. Capturing Collaborative Challenges: Designing Complexity-Sensitive Theories of Change for Cross-Sector Partnerships. *J Bus Ethics* 150, 315–332 (2018). https://doi.org/10.1007/s10551-018-3857-7

40 Beer, T. 2017. Systems Change Evaluation Forum; Executive Summary. Center for Evaluation Innovation.

41 Neimark, B., Osterhoudt, S., Alter, H. and Gradinar, A., 2019. A new sustainability model for measuring changes in power and access in global commodity chains: through a smallholder lens. Palgrave Communications, 5(1), pp.1-11.

42 See here.

43 Garrett, R.D., Levy, S., Gollnow, F., Hodel, L. and Rueda, X., 2021. Have food supply chain policies improved forest conservation and rural livelihoods? A systematic review. Environmental Research Letters.

44 Vea, E.B., Ryberg, M., Richardson, K. and Hauschild, M.Z., 2020. Framework to define environmental sustainability boundaries and a review of current approaches. *Environmental Research Letters*, *15*(10), p.103003.

45 Ingram, J., 2011. A food systems approach to researching food security and its interactions with global environmental change. *Food security*, *3*(4), pp.417-431.

46 Rajalahti, R., Janssen, W. and Pehu, E., 2008. *Agricultural innovation systems: From diagnostics toward operational practices*. Agriculture & Rural Development Department, World Bank.

47 Geels, F.W., 2010. Ontologies, socio-technical transitions (to sustainability), and the multi-level perspective. *Research policy*, *39*(4), pp.495-510.

48 Lal, P., Lim-Applegate, H. and Scoccimarro, M., 2002. The adaptive decision-making process as a tool for integrated natural resource management: focus, attitudes, and approach. *Conservation Ecology*, *5*(2).

49 Fauré, E., Arushanyan, Y., Ekener, E., Miliutenko, S. and Finnveden, G., 2017. Methods for assessing future scenarios from a sustainability perspective. European Journal of Futures Research, 5(1), pp.1-20.

50 Börjeson L, Höjer M, Dreborg KH, Ekvall T, Finnveden G (2006) Scenario types and techniques: towards a user's guide. Futures 38:723-739.

GOOD
GROWTH
PARTNERSHIP