GOOD GROWTH PARTNERSHIP

INTEGRATED APPROACH USING SYSTEM MAPPING FOR FOREST POSITIVE AGRICULTURAL COMMODITIES

IMPACT OF THE GOOD GROWTH PARTNERSHIP

© Brazil Forest, Getty Images

Supported by: gef | Led by: UNDP | In partnership with: IFC International Finance Corporation WORLD BANK GROUP, CONSERVATION INTERNATIONAL, WWF, UN environment programme

INTEGRATED APPROACH USING SYSTEM MAPPING FOR FOREST POSITIVE AGRICULTURAL COMMODITIES

Taking an Integrated Approach for working holistically in the areas of production, demand, and finance, in Brazil, Paraguay, Indonesia, and Liberia, the Good Growth Partnership (GGP) enables sustainable development in three global commodity supply chains: soy, beef, and palm oil.

This impact brief focuses on how the GGP has used system mapping in its Integrated Approach to foster sustainable agricultural commodity production in Indonesia, Liberia, Brazil, and Paraguay.

Over the last five years, GGP has piloted its Integrated Approach to system change, achieving significant impact. Mapping all elements and structures in the supply chains of soy and beef, in Brazil and Paraguay respectively, and recording how they link back to one another in this pilot project, has given a much more complete vision of how the system works, highlighting areas that need to be included, and revealing what is causing problems and what is preventing sustainability.

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

Table of Contents

Why an Integrated Approach and Using System Mapping?

System change in commodity production is essential to mitigate the combined, catastrophic threats of climate change, biodiversity loss, and food insecurity: that much is clear to many actors throughout the commodity supply chain. However *how* to do that is less well understood and has confounded many of the best intentions to transform commodity production systems. The sheer complexity of supply chains – with their multiple, interlinked actions, decisions, and interests which influence and alter one another – can appear insurmountable. In the past, changemakers have tried to simplify things, attempting to change different elements of the system – like production, or demand, or finance – separately from one another, and separate from the whole. Despite best efforts, this has not worked, because systems do not work in isolation from the whole. Systems are not simple and can rarely be simplified. For better or worse, complexity is our reality.

The GGP is taking an Integrated Approach to supply chain transformation because the outcomes are demonstrably more effective and longer-lasting than non-integrated, isolated, siloed approaches. The ability to transform practices, policies, finance flows, and mutual cooperation in commodities production is significantly improved by addressing key functions and interests in a holistic way, with a focus on priority landscapes, and on variables most likely to create strong ripple effects across the system ('levers of change').

"This is an innovative way to design programs by addressing drivers in a more integrated way…The Program has evolved to incorporate a systems approach, which is more complex and as a result can be challenging, but we all want the same thing: finding a pathway to sustainably produce commodities." - Paul Hartman, former Senior Environmental Specialist, GEF Secretariat.

For specific details on how the GGP's integrated approach works, see the 'six main ways' image below.

System mapping is about moving beyond the immediate problems of any given scenario, and seeing the underlying patterns and potential areas for change and influence; crucially, it also makes space (along with other collaborative and measurement tools such as Effective Collaborative Action (ECA), and the Causality Assessment for Landscape Interventions (CALI) which also use system mapping, and Ladder and Signals of Change (SOC), multi-stakeholder process and system change assessment tools to learn and adapt as the system continues to change. It does not make the challenges of transition any less complex: rather it seeks to integrate and work with the complexity, towards a healthier system.

The integrated approach looks at production, demand, and finance in agricultural commodity supply chains, and thanks to system mapping, is able to consider how they interact, influence, and incentivise sustainable and non-sustainable practices. This is a complex but essential process to identifying and designing effective interventions.

Six main ways we enable change toward sustainability in commodity supply chains

Generating responsible demand

Fostering the incentives needed by producers through raising market awareness, building capacity and commitments of off-takers and downstream buyers and increasing consumer demand for reduced deforestation commodities.

Facilitating multi-stakeholder action

Helping diverse stakeholders – from non-governmental organizations to national and subnational governments to the private sector – to convene around a common vision and take collective action.

Enabling sustainable transactions

Designing robust financial incentives and new financing models that encourage sustainable production and responsible demand.

Sharing knowledge

Sharing knowledge and lessons learned throughout the supply chain with stakeholders and system changemakers to stimulate and scale-up best practices.

Fostering sustainable production and land use

Enabling and supporting implementation and enforcement of policies for sustainable production and land use that disincentivize deforestation while making suitable land available for cultivation.

Supporting farmers

Supporting governments at all levels to work with the private sector and other stakeholders to harmonize services to farmers that improve agricultural practices and market access.

Photo: © UNDP Peru

The Impact of the Integrated Approach Using System Mapping

Please see the Overview of the Impact Briefs for a detailed account of the impact of the Integrated Approach piloted by GGP.

System mapping exercises undertaken with changemakers in Paraguay and Brazil helped test the project design assumptions and identify new and more effective levers of change. They also identified variables and feedback loops which could create significant ripple effects and revealed areas where key stakeholders may be resistant to change.

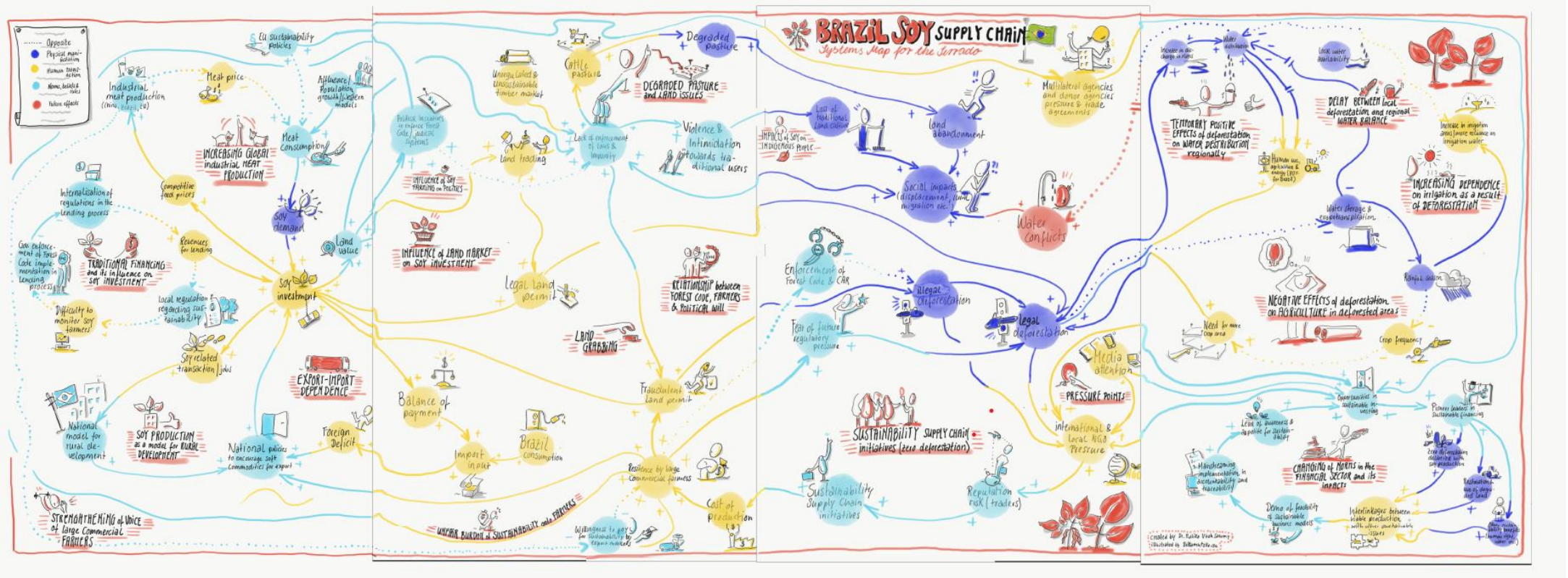
Finding ways to reduce resistance is essential. For example, expectations about financial returns on land and agriculture investment affect purchase and development decisions. Financial returns might be driven by global market conditions, which are hard to intervene in; however global market conditions often influence decisions about national land-use policy and, in turn, the capacity and willingness of other actors to commit to sustainable farming. Interventions to inform, educate, and support those who are called on to make decisions under such conditions, are possible, and can be highly effective. The first step is to identify and understand these blocks, and to discover where, and why they emerge.

A system map of the soy supply chain in **Brazil** (see next page) allowed GGP to do just this: to review the actors, incentives, drivers, and feedback loops across production, demand, and finance. As a result of the system mapping process, GGP partners agreed to focus on building a business case and developing and promoting financial mechanisms (such as blended finance) for restoring degraded land to productive use, as an alternative to converting natural ecosystems.

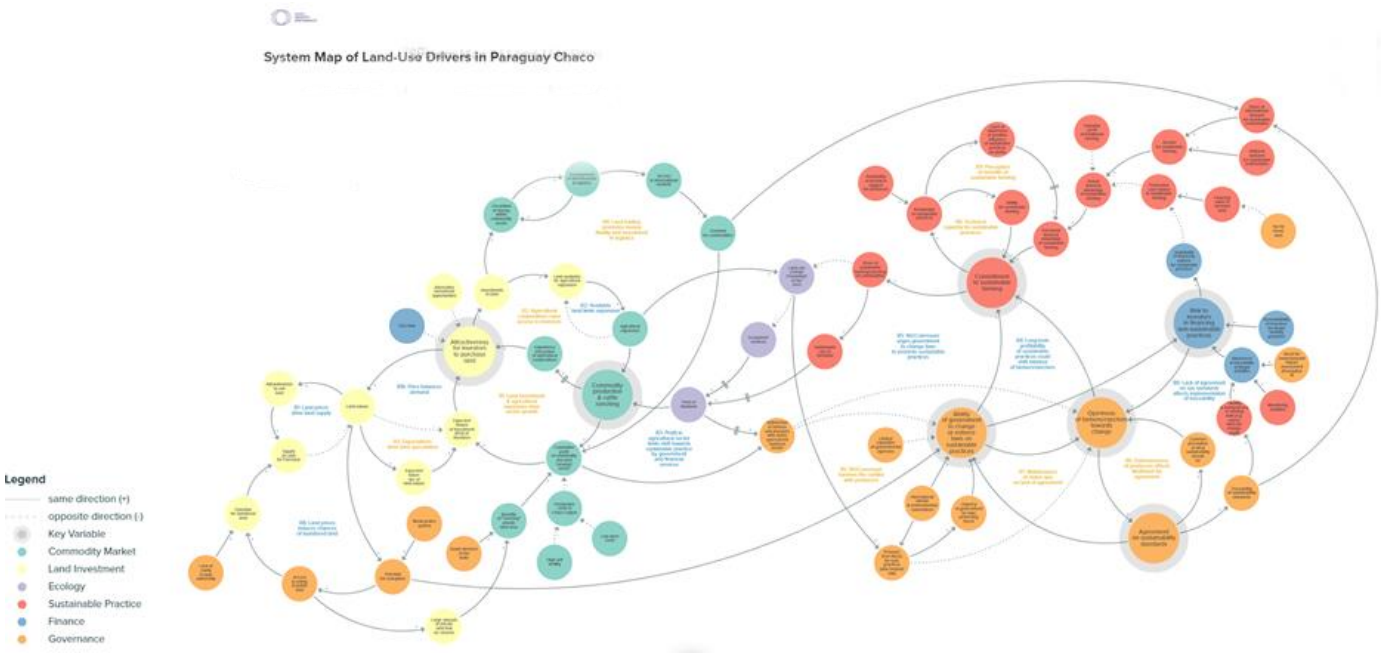
.

GOOD GROWTH PARTNERSHIP

System map of Brazil Supply Chain in the MATOPIBA region



In **Paraguay**, the system map (see below) included key structures and influences driving land-use change in the Chaco region, covering commodity markets, land investment, ecology, sustainable production, finance, and governance. It became clear that one of the key blocks to system change was the issue of financial incentives for producers to protect important forests and ecosystems on their land. As a result, GGP partners agreed to collaborate on new interventions to help build incentives for forest and ecosystem protection.



System map of Paraguay: beef supply chain in the Chaco region

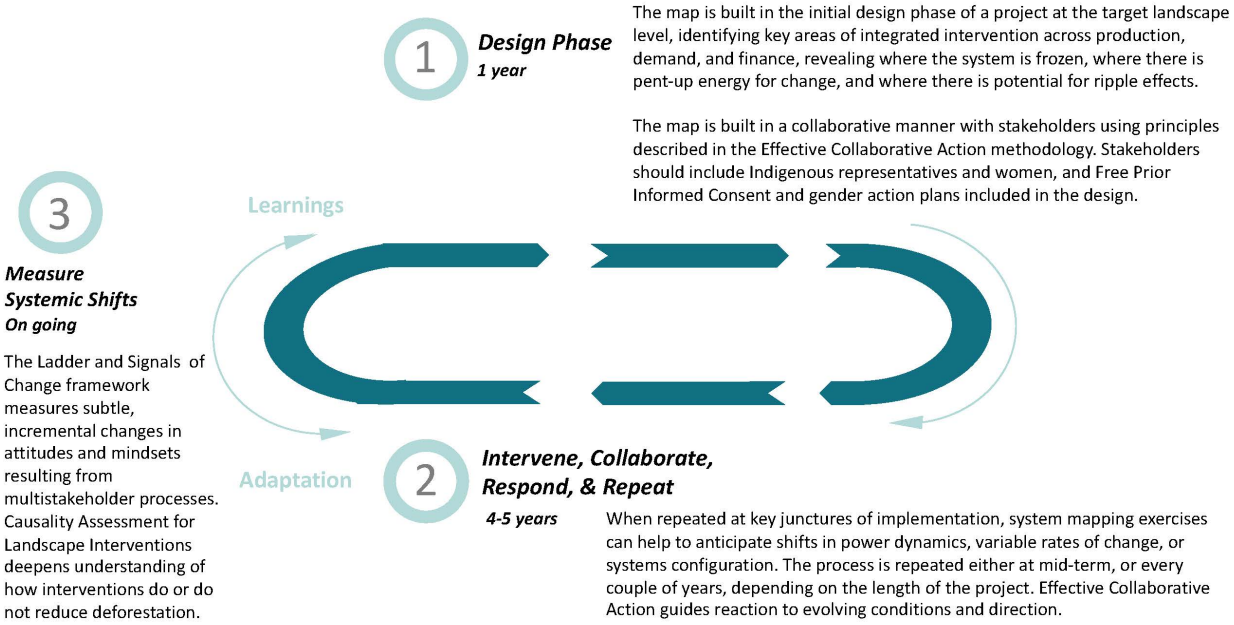
The Route to an Integrated Approach Using System Mapping

Our capacity to move from isolated, small-scale actions to actions that can transform the commodities system was strengthened by comprehensive system mapping in Paraguay and Brazil, allowing us to anticipate and react to changing situations and inputs.

"…Learning and Adaptation is the way of working under a system-thinking approach…" - Charles O´Malley, GCP Senior Systems Change, UNDP.

The system map is intended to be organic and is therefore itself expected to be in flux over time and, crucially, involves all stakeholders, which again leads to adapted integrated interventions. System mapping as part of the integrated approach usually goes through three stages, detailed in the graphic below:

The Route to an Integrated Approach through System Mapping



The Future for GGP´s Integrated Approach

GGP has learned a number of highly valuable lessons through the piloted integrated supply chain approach, including the following five Transformative Practices from a comprehensive research report:

- Establishing inclusive and collaborative multi-stakeholder spaces in which all stakeholders can interact, build trust, and develop collaborative actions
- Ensuring consistent and quality participation of all partners at all geographic scales
- Embracing systems thinking and tools
- Adopting agile adaptive processes
- Using innovative tools and measures of real-world impact

Building on the lessons, tools, and collaborative work of the last five years, the GGP will continue to create strong enabling environments for ongoing systemic transformation of the soy, beef, and palm oil supply chains in its four target countries and beyond. The lessons from the pilot programme will be absorbed into the Food Systems, Land Use and Restoration (FOLUR) Impact Program, an integrated platform to transform food system production landscapes in 27 countries, for eight commodities, including beef, cocoa, coffee, maize, palm oil, rice, soy, and wheat. There will be a lot of work ahead to ensure positive change continues to happen across interlinked system elements. The participatory system mapping approach throughout the project cycle needs to be embraced in any integrated approach project that aims to foster system change.

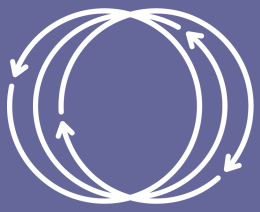
The qualities that make the integrated approach effective also make it more complex and difficult than traditional, one-dimensional approaches. Systems practice, and the tools used to promote the integrated

approach challenge habitual behaviour, norms, and ideas about land management, agricultural production, policy making, law enforcement, finance, and indeed progress itself. But the results, even in the pilot phase, are already more meaningful than those of traditional approaches.

Much more remains to be done in all four countries and beyond. And at the global level, this process is of immense value as humanity faces social, economic, and political transformation from climate change.

Please **consider joining us**, as GGP continues its journey to replicate and extend its impact.

"In this decisive decade for the planet, we need to ensure more and faster impacts to achieve transformative change. While some see integrated approaches as being more complex to implement, the GGP experience shows that the results are well worth it [with] invaluable insights into how collaboration and dialogue can drive transformation across multiple supply chains and landscapes...to promote systemic shifts for a healthy and resilient planet." - Mohamed Bakarr, Lead Environmental Specialist at the Global Environment Facility Secretariat.



GOOD
GROWTH
PARTNERSHIP

For further information contact pascale.bonzom@undp.org