

Transitioning to zero deforestation cocoa supply chains: multi-stakeholder platforms are no silver bullet

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Introduction

- Multi-stakeholder platforms (MSPs) are innovative network governance approaches, evidence is mixed and context specific, knowledge gaps remain
- In Ucayali Peru MSPs are involved in the development of deforestation-free business models that have low greenhouse-gas emissions

Methods

- Field research Oct. 2021 – Dec. 2021 in Ucayali, Peru
- Case study, data collection: In-depth experts interviews, participant observations, Net-Map discussions
- Conceptual framework: Social Network Analysis combined with governance challenges

The objective of this research is to visualize and systematically analyze success and challenges in governance of MSPs in the cocoa sector in Ucayali

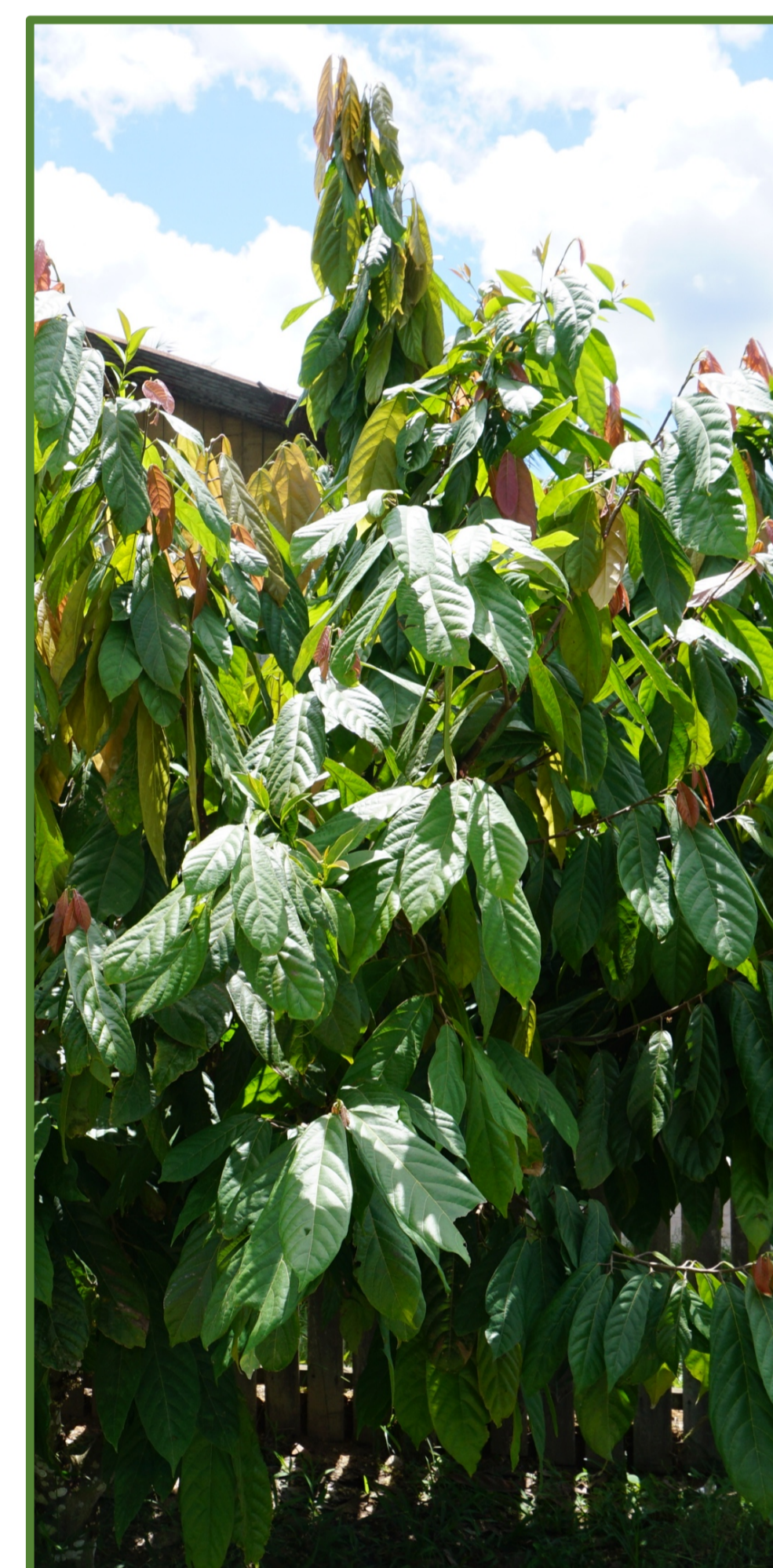
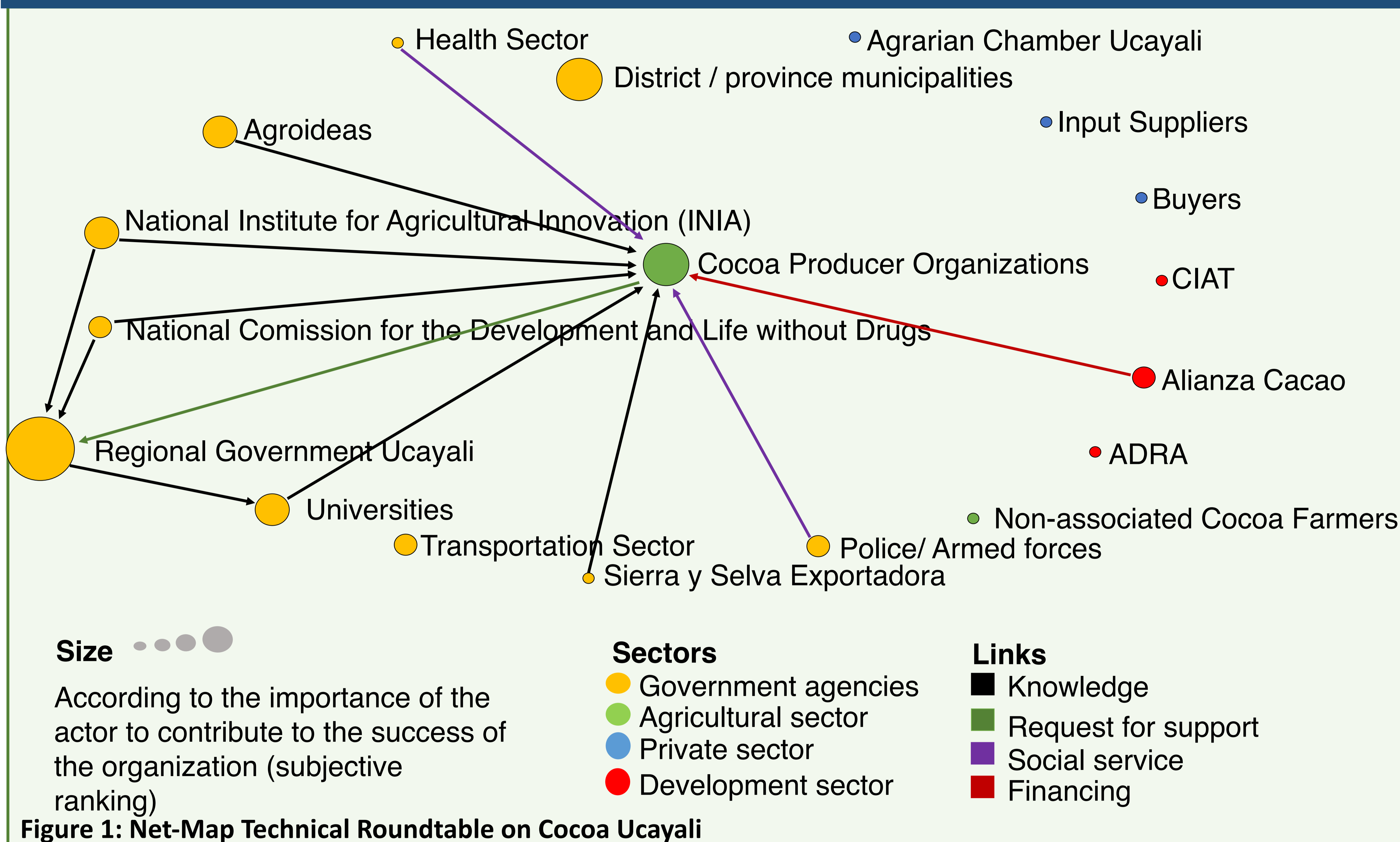


Figure 1: Net-Map Technical Roundtable on Cocoa Ucayali

RESULTS	Technical roundtable	
Density	0,042	→ Network is poorly interlinked
Degree centrality	51,6%	→ 100% is reached when one actor is linked to all others
Initiator	Regional Government Ucayali	
Goal	Improve favorable conditions in cocoa sector	
Success	No success relevant for goals	

Table 1: Social Network Analysis indicators and goals

Results – Governance challenges

- Governance challenges of three institutional settings: private sector, government sector; third sector can be observed
- Weak leadership by regional government Ucayali
- Weak participation by several actors including farmers and private sector, experts struggle to incentivize farmers
- Goals are not achieved in MSP

“I have been working with farmers all my life but still do not understand how to incentivize them. It is difficult.” (Expert, 2021)

Conclusions

- The study creates value because it combines social network analysis with a systematic analysis of governance challenges in the cocoa sector in Peru, Ucayali.
- Buyers purpose and vision positively affects success of MSP if it goes beyond purely economic interest
- MSPs do not always lead to tangible outcomes, are prone to governance challenges and therefore no silver bullets



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