

# 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**

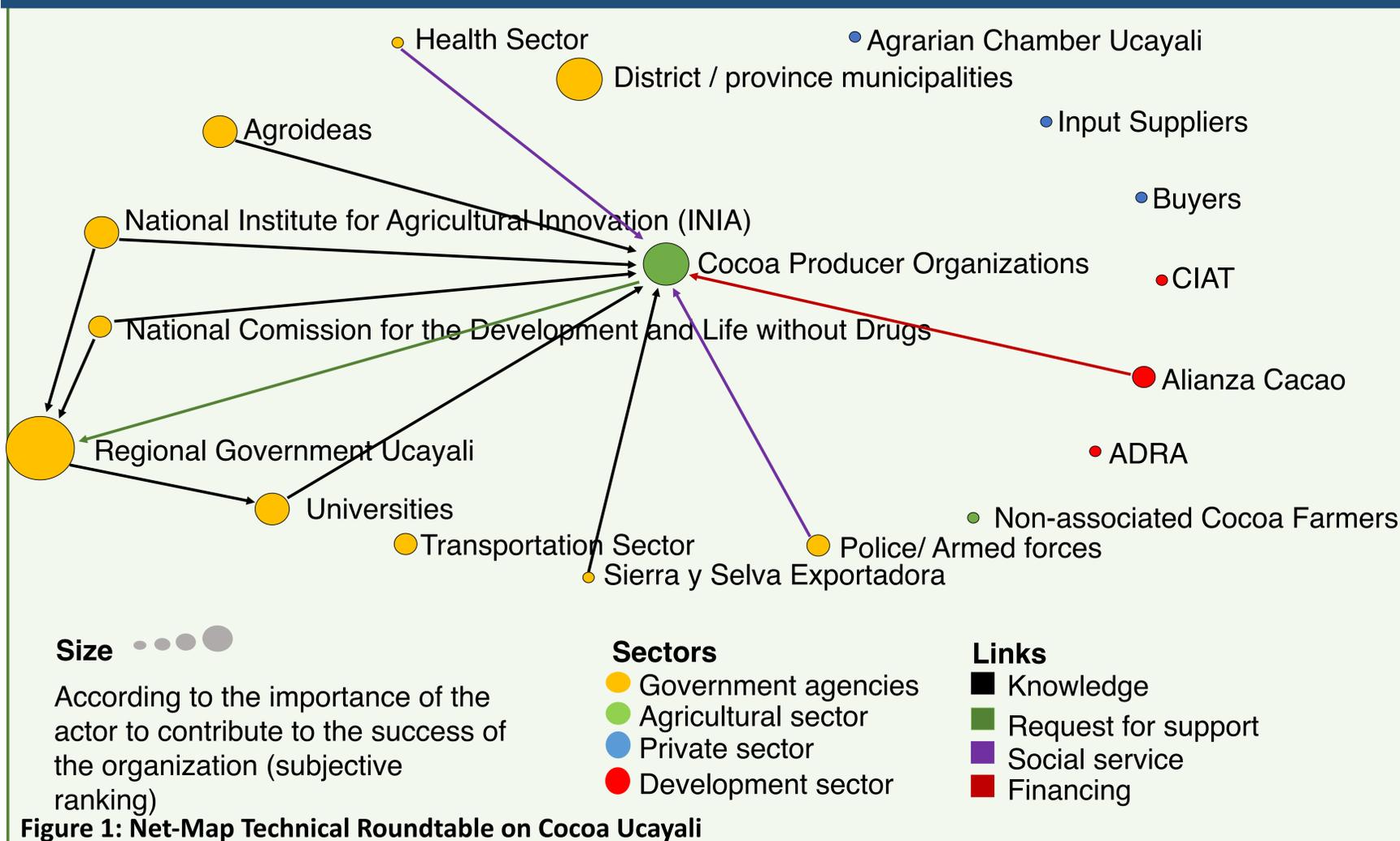


Figure 1: Net-Map Technical Roundtable on Cocoa Ucayali

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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