

Management response to the Final Evaluation Report of the Ex-Ante Evaluation of the Cocoa & Forests Initiative and the Roadmap to Deforestation-Free Cocoa

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Context

IDH has been involved with Cocoa & Forests Initiative and the Roadmap to Deforestation-Free Cocoa from the start and brings to the table its experience to convene public and private partnerships as well as technical expertise. With its role as the trusted facilitator with long experience working with the government and (cocoa) companies in West and Central Africa, IDH's role is to convene the signatories for policy dialogue, identifying the need for joint investments, assuring transparent communication and strengthening the accountability of the platform partners. As part of that role IDH provides support to the platforms' secretariats to monitor, coordinate and facilitate the platforms' functioning.

The aim of the IDH commissioned evaluation was to understand the current state of the partnerships and platforms and assess the 2022-2025 intervention logic. The specific objectives for the ex-ante evaluation were:

- **Accountability** to donors and stakeholders involved in the three platforms: to give an ex-ante assessment of intervention logic and expected outcomes; and determine a baseline for follow-up in the 2025 endline evaluation.
- **Effective program management:** to formulate and finetune the strategies for the platforms and in specific on the roles and responsibilities of IDH and the platform partners; and to inform IDH's strategy on sector convening on deforestation-free cocoa.
- **Knowledge development & Learning:** to feed into a knowledge base on best practices on convening.

The final evaluation report prepared by Le Group Conseil Baastel responds to these objectives, this management respond provides reflections of IDH on main findings and recommendations derived from the report.

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Management response to key findings

Seven main recommendations are formulated in the report's executive summary (Report Executive Summary, page 7-8) and IDH fully accepts each of these recommendations. Running through the key findings in more detail, IDH's reflections are as follows:

From the findings it appears that there are divergent views on the inclusivity of the platforms under review and the role that IDH could play in improving the inclusivity. We agree with evaluators who state that "there should be a limit or a cap on the number of stakeholders that can be directly involved in the governance structure of CFI, to ensure a right balance between inclusiveness and efficiency. Other stakeholders can be involved more indirectly through the field activities." (Report Executive Summary, page 4). At the same time, we see that the stronger involvement of CSOs and farmer organizations through field activities is yet to be followed through and will require focused effort to deliver on this recommendation together with the platforms' signatories.

To enhance the external coherence the evaluation lists various programs and actors that the platforms can further liaise with and where IDH could play a facilitator role in achieving that. Mention is made of the EU process around deforestation, the ISCOs, ethical investors and engagement with other sectors to build a more holistic approach to deforestation. IDH is supportive of these recommendations and has already put in place actions and activities to strengthen the link between CFI and the RDFC with EU institutions, EU member states and the ISCOs. We ambition to accelerate the connection between the platform signatories and ethical investors and other sectors based on IDH's connections and network through its landscape programs.

The effectiveness of the platforms is a highly debated topic, the evaluation report correctly reflects this. The evaluators have looked at the stakeholders' perception of the effectiveness of the first phase of CFI and collected the views on the expected effectiveness of the second phase of CFI and freshly initiated work under the RDFC. There are a few key aspects that IDH will take into account whilst moving forward in its convening role. For example, the appreciation that building a strong governance structure and promoting an enabling environment require time and patience, expectation management on this is needed. Secondly, accountability and the need to put in place solid, transparent and participative M&E systems are already focus points for IDH's activities within the platforms.

According to IDH, the evaluation gives a fair judgement when stating that the sustainability of the platforms is moderately unsatisfactory. While IDH acknowledges a potential role in facilitating fund mobilization, we are of the opinion that this remains the key responsibility of the platform signatories, both public and private sector. The evaluation rightfully points out that a further clarification is needed on a fundraising strategy and related roles and responsibilities among the key actors.



On IDH's role as convener, a central topic to this evaluation, we were pleased to read that "The role of IDH as a convener was appreciated by a majority of stakeholders, and it is recommended to continue playing this role." (Report Executive Summary, page 7). The recommendation to "make a principled choice on how IDH wants to position itself towards the other stakeholders" (idem) is taken into consideration whilst the platforms move towards end-2025, the closing of the platforms' current multi-year plans.

EX-ANTE EVALUATION OF THE COCOA & FORESTS INITIATIVE AND THE ROADMAP TO DEFORESTATION-FREE COCOA

Final Evaluation Report

Prepared for

IDH

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EXECUTIVE SUMMARY

IDH contracted the Baastel Group to conduct the ex-ante evaluation of the two (2) Cocoa & Forests Initiatives (CFI) in Côte d'Ivoire and Ghana, and the Roadmap to Deforestation-Free Cocoa (RDFC) in Cameroon. This executive summary presents the main findings, conclusions and recommendations of the evaluation report.

The ex-ante evaluation focused on the platforms' plans covering the period 2022-2025. The evaluation team concentrated its efforts on:

- Understanding the current state of the partnerships/platforms;
- Reviewing the 2022-2025 intervention logic and proposing recommendations on
 - harnessing the strengths of the signatories and strengthening the convening work by IDH
 - shifting prioritization of the platforms' activities, adjusting the support to the landscape level investments and strengthening the strategy related to fundraising for the Cocoa & Forests Initiatives;
 - the finalization of the national implementation plan for the Roadmap to Deforestation-Free Cocoa.

Special attention was given to the role of IDH as a convener, and how it could improve its role in the next phase of the program. Many of the findings are in line with the literature review on the role of convening, especially in relation to the dilemmas that IDH's convening teams are facing.

IDH's role

It was found that overall, the role of IDH as a convener is well understood by a majority of respondents. First and foremost, IDH is seen as a facilitator, bridging the public and private organizations acting in the field of cocoa, and allowing space for discussions between actors from different societal sectors. It was found that IDH played a key role in the three platforms on cocoa and deforestation by providing the content, facilitating meetings, setting up the governance structure, and play a convening role behind the scenes to bring different stakeholders around the table.

The following convener roles were considered most appropriate for IDH in its role as convener of CFI and RDFC (in order of importance):

- Connecting role, specifically when it comes to connecting and mobilizing actors of the platforms.
- Stimulating role
- Learning catalyst role, especially in providing space for mobilization and leading the platforms' processes.
- Mediating role, including the provision of governance tools and coordination structures to craft a shared vision in cocoa sector at national level.
- Infrastructure provision role, especially for initiating the platforms development processes in the countries and providing an initial set of resources as well as coordination and logistics support.

IDH is seen as a facilitator of the platforms' operations, providing initiating, connection and logistics support. Particularly, it is expected to link and moderate interactions between the public sector – whose objective is to comply with its national engagements –, and the private sector – whose

objective is to honour its corporate engagements for sustainability –, towards the common goal of tackling deforestation in Côte d'Ivoire, Ghana and Cameroon.

While on the one hand the role of IDH as a convener was appreciated, it was also noted by some respondents that it is difficult to maintain the neutrality of the convener role while at the same time being involved in company partnerships, including actions funding and partnerships with companies. In addition, it was noted by many respondents that it is unclear how IDH and WCF relate to each other, and how to perceive its diversified mandates and activities in other programs in the region.

Relevance

Evaluators rating for Relevance: Satisfactory

Overall, the answers provided to the key evaluation questions linked to relevance were positive and the evaluation team considers that the three initiatives are relevant in their context at a satisfactory level. The evaluation found that the design and implementation are generally well aligned with national policies, strategies, and sector plans. It was found that the platforms are focusing on the relevant challenges and strategies in their national and international contexts, with all three platforms being strongly aligned with national policies and programs.

However, in both Ghana and Côte d'Ivoire, several respondents, mainly from CSOs and research organizations, expressed that CSOs and farmer organisations are not sufficiently included in CFI. On the contrary, there were also respondents (primarily companies and government stakeholders) who felt that the platforms are sufficiently inclusive. By allowing more external stakeholders into the governance structure, CFI risks becoming a multistakeholder platform that will not be able to operate efficiently, because the platforms would become too much of a “talk shop” instead of putting responsibility on the shoulders of the actors that can actually change practices on the ground. In the evaluators' view, there should be a limit or a cap on the number of stakeholders that can be directly involved in the governance structure of CFI, to ensure a right balance between inclusiveness and efficiency. Other stakeholders can be involved more indirectly through the field activities.

It is important to note that in Cameroon, the process has been more inclusive, based on the lessons learned from CFI. But even in the case of Cameroon, there were some respondents who argued that the platform should be more inclusive, suggesting to add other stakeholders, such as parliamentarians and financial institutions. It is important to find the right balance and ensure that in Cameroon only those stakeholders are involved that are adding value to the process. As for the involvement of women and youth, it was noted by a majority of respondents that women and young people are not sufficiently represented in the platform, although they are involved in the field activities. This leads to the conclusion that there is a need to involve women and youth in a more systematic manner in the governance structure. It was found that at the level of field activities, women and youth are actually well involved.

Coherence

Evaluators rating for Coherence: Moderately satisfactory

With regards to internal coherence, overall, it was found that all three platforms are compatible and complementary to other programs, investments and policies in the three countries, as was already noted under Relevance. There were synergies and interlinkages between the platform's goals and interventions, and other interventions carried out by the governments. One of the challenges is to

get all Ministries aligned with each other on the jointly formulated action plans, and to engage effectively with local stakeholders. As also concluded in section 5.1, a more inclusive approach is proposed for Ghana and Côte d'Ivoire, which would lead to improved local stakeholder engagement.

As for external coherence, most respondents indicated that there is a need for more synergies with the EU process around the deforestation regulation, and also a need to build stronger alliance with other CFIs in cocoa production countries, such as Colombia. It was suggested to engage more with the International Sustainable Cocoa Initiatives (ISCOs), and to connect to ethical investors interested in sustainable cocoa production in order to secure long-term investment in sustainable cocoa production. There was also found to be a need to engage with other sectors and have more holistic approach to deforestation. The platforms could be inspired by other efforts being made by the palm oil and cattle industry with regards to No Peat No Deforestation (NPED) policies. This is important with regards to the overall roles and positioning of IDH, whereby global and local convening are seen as complementary. This points to the importance of having a clear vision on the interaction between global and local efforts on tackling deforestation, cutting across different regions, sectors and industries. It was also found that IDH's role in the platforms and the secretariats aligns with the Sector Governance and by spillover effect, with the Business Practices area of IDH Business Unit Agri-commodities Theory of Change.

Effectiveness

Evaluators rating for Effectiveness: Satisfactory

Effectiveness was assessed for Ghana and Cote d'Ivoire at two levels: what has been achieved during the first phase of the program, and what can be expected in terms of effectiveness for the next phase of the program? For Cameroon, the focus was solely on the forward looking part, as the platform has just started.

With regards to the first phase of CFI (2017-2021) in Côte d'Ivoire and Ghana, according to CFI's annual reports, a number of key results were obtained in each of the three key areas of CFI: 1) Forest protection and restauration, 2) Sustainable cocoa production and farmer livelihoods and 3) Community Engagement and Social Inclusion. Looking back at the first phase of CFI, some of the key conclusions with regards to the effectiveness of the platforms are as follows. CFI has enabled public and private actors to come together on the topic of deforestation, leading to increased understanding and collaboration. It is important to note that the first phase was mainly focused on creating the enabling environment and setting up the governance structure. The forest monitoring system is not yet put in place, and there is a need to speed up the process. The action plans for the two countries are well designed but the goals were probably too ambitious, so there is a need to be more realistic on what can be achieved.

On the basis of interviews with key stakeholders, it was found that the support provided by the platforms through the joint action plan, secretariat and governance, has led to a limited number of field activities which have led to the outputs as reported above. However, in the evaluators assessment, the implementation has been slower than expected and many stakeholders, both signatories and external stakeholders, have shown their disappointment over the lack of progress made. It took a long time to set up the governance structure and create the enabling environment for CFI to become operational. Many companies carry out their own activities and programs, which may also contribute to the action plans of CFI. At the same time, it was noted that there is a lack of collective action by all signatories.

In all three countries, the action plans are clearly outlining the areas of intervention and there is agreement that the quality of the plans is high. At the same time, there are doubts about effective implementation in the next phase, due to a lack of resources, This is also expected to affect the level of commitment required. At the same time, the action plans clarify roles and responsibilities and are expected to promote more effective collaboration and engagement among the institutions to overcome the implementation challenges. CFI has enhanced significantly the collaboration among the various stakeholders which provides a good basis for the next phase. The multi-stakeholder approach of CFI is expected to continue facilitating consensus building and adherence to the agreements that have been signed. Also, the integration of independent NGOs into the governance structure to monitor and report on the implementation of the signatories' actions would contribute to the effectiveness of the platforms.

With regards to the monitoring systems of the platforms, it was found that the current M&E systems are focusing on outputs and outcomes, and not on impact. Some targets are still to be defined (especially impact-level). Also, attribution of results is difficult to link to the platforms. The M&E system needs to be reviewed to be more impact-level focused, especially in Côte d'Ivoire and Cameroon.

Efficiency

Evaluators rating for Efficiency: Moderately satisfactory

The evaluators found that for Côte d'Ivoire and Ghana, efficiency of the platforms was moderately satisfactory, while for Cameroon, efficiency was found to be satisfactory. In Ghana and Côte d'Ivoire, it was found that the platforms' interventions have not always been able to deliver results in a timely way.

It was also found that the resources available to CFI are managed efficiently, because the platforms manage to produce results with the few resources it has. However, one of the weaknesses has been the limited ability to clearly define its own mechanisms for mobilising resources for the platform's actions.

Sustainability

Evaluators rating for Sustainability: Moderately unsatisfactory

It was found that sustainability, which can be defined as the long-term ability of the platform to sustain itself and to ensure continued functioning without outside support, was moderately unsatisfactory for all three countries. For CFI, sustainability was generally seen as one of the key challenges, because of the lack of long-term funding for the Secretariats. The continued role of IDH is seen as crucial as a neutral convener. At the same time, IDH needs to step out of its role as a funding partner, and facilitate sustainable funding mechanisms to scale up CFI's work (e.g. investment funds, Development Finance Institutions (DFIs), European Union). A majority of respondents indicated that IDH's role included the initial funding of the platform and fundraising for joint activities. However, this was not fully realised.

Potential strategies to ensure sustainability of the platforms beyond 2025 were not found to be very strong in Ghana and Côte d'Ivoire. For the RDFC, sustainability seems better embedded by the creation of a self-sustaining financing mechanism. It should be noted that the funds available will be limited to facilitate the RDFC / Cocoa Platform Committee meetings, and more budget will be needed for field activities. The partners seem to be more willing to take over ownership rather sooner than later. In general, the evaluators found that there is broad consensus to continue the

platforms beyond 2025, as it is not expected that the challenges around deforestation and cocoa will be solved in the short term. While there is broad support for a continuation of the platform, it was found that there is a need for better institutional anchoring by connecting the platform with the discussions underway around sustainable cocoa, and around the new regulations for the European Union.

Recommendations

Based on the analysis of the various interviews and the discussion during the sensemaking sessions, the following recommendations have been formulated.

- **IDH's role as convener:** The role of IDH as a convener was appreciated by a majority of stakeholders, and it is recommended to continue playing this role. While it is deemed important to strengthen the embedding of the platforms at national level and to strengthen the secretariat's capacity and resources, IDH will continue to have value added as a neutral convener. At the same time, it was also noted by some respondents that it is difficult to maintain the neutrality of the convener role while at the same time being involved in company partnerships, including actions funding and partnerships with companies. It is therefore recommended to revisit this double role and make a principled choice on how IDH wants to position itself towards the other stakeholders.
- **Strengthening the governance structure to make it more inclusive:** It is recommended to review the governance structure of CFI to make CSOs more involved in the governance and implementation of the CFI. Both internal and external stakeholders, including industry, government and CSO stakeholders, called for adjustment towards a more inclusive participation of CSOs and farmer organisations of CFI. Widening the scope of stakeholders would capture and align CFI with the interest of other stakeholders. In the evaluators' view, there should be a limit or a cap on the number of stakeholders that can be directly involved in the governance structure of CFI, to ensure a right balance between inclusiveness and efficiency. Other stakeholders can be involved more indirectly through the field activities. There is also a need to involve women and youth in a more systematic manner in the governance structure, especially at the Technical Secretariat, although at the level of field activities, women and youth are actually well involved. The adjustment should also focus on synergizing the activities, programs and projects running in the three countries. In order to enable effective stakeholder consultation and engagement there needs to be a commitment and provision of resources to local stakeholders to enable effective implementation of the programme. There is also a need to revisit the types of stakeholders included in the platform. The sensemaking session was a good start of such a discussion, as it created a safe space to exchange views and propose adjustments to the platform's governance structure. It is recommended to continue this discussion with a broad range of internal and external stakeholders.
- **Strengthen the satellite-based forest monitoring system:** It is essential for CFI to show evidence-based results on the level of decline in deforestation in the three countries. Even though the first steps towards such a system have been taken both in Côte d'Ivoire and Ghana, there is a need to strengthen the implementation of a functioning and widely accepted satellite-based forest monitoring system at the national level. While CFI is not leading this process, it is recommended to use its convening power to ensure a robust and effective system.
- **Need for a more holistic approach:** It is recommended to continue striving for a more holistic approach with a focus on Landscape approach. Important first steps have already been taken in the new phase of CFI, which need to be further strengthened.

- Increased focus on agroforestry: It is also recommended to increase the focus on agroforestry as a solution to deforestation. Although this is already on the agenda, it is important to be step up efforts in this field, especially by setting up collective projects.
- Incorporate lessons learned from No Deforestation initiatives and policies: It is expected that pressure from consumers and investors will increase to show what companies are doing to halt deforestation. It is recommended to incorporate best practices from other No Deforestation initiatives and policies (e.g. palm oil and cattle sectors), especially on how companies have translated these policies into practical measures that are effectively halting deforestation.
- Improve sustainability of the platforms: To ensure that the three platforms will continue in a self-sustaining way, it is recommended to facilitate sustainable funding mechanisms to scale up the work of CFI and the RFDC (e.g. investment funds, Development Finance Institutions (DFIs), EU)

In the main report, specific recommendations are also provided for Côte d'Ivoire, Ghana and Cameroon.

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ACRONYMS

ACC	Atlantic Cocoa Corporation
AMS	Agroproduce Management Services
CCC	Le Conseil du Café Cacao
CDI	Côte d'Ivoire
CFI	Cocoa and Forests Initiative
CIFOR	Center for International Forestry Research
CIRAD	Centre de coopération internationale en recherche agronomique pour le développement
COCOBOD	Ghana Cocoa Board
CONAPROCAM	Confédération Nationale de Producteurs de Cacao et Café du Cameroun
CSO	Civil Society Organization
CSSP	Cross-sector Social Partnership
DANIDA	Denmark's development cooperation
DDE	Directie Duurzame Economische Ontwikkeling, Ministry of Foreign Affairs of The Netherlands
DFI	Development Finance Institution
DGD	Directorate-general Development Cooperation and Humanitarian Aid Belgium
EU	European Union
EUDR	European Union deforestation-free regulation
FCFA	Franc CFA
FDG	Focus Group Discussion

FODER	Forêts et Développement Rural
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HQ	Headquarters
ICRAF	World Agroforestry Centre
IITA	International Tropical Institute of Agriculture
ISCO	Initiative for Sustainable Cocoa
ITC	International Trade Centre
KII	Key Informant Interview
LNV	Dutch Ministry of Agriculture, Nature and Food Quality
MESTI	Ministry of Environment, Science, Technology and Innovation, Ghana
MINADER	Ministry of Agriculture and Rural Development, Cameroon
MINCOMMERCE	Ministry of Commerce, Cameroon
MINEF	Ministère des Eaux et Forêts, Côte d'Ivoire
MINEPDED	Ministry of Environment, Nature Protection and Sustainable Development, Cameroon
MINFOF	Ministry of Forestry and Wildlife, Cameroon
MLNR	Ministry of Lands and Natural Resources, Ghana
MMDA	Metropolitan, Municipal and District Assemblies
MOFA	Ministry of Food and Agriculture, Ghana
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization
NIP	National Implementation Plan

NPED	No Deforestation, No Peat and No Exploitation
OECD/DAC	Organisation for Economic Cooperation and Development/ Development Assistance Committee
ONCC	Office National du Cacao et du Café
ProCISA	Programme mondial Centres d'innovations vertes pour le secteur agricole et agroalimentaire
RA	Rainforest Alliance
RDFC	Roadmap to Deforestation-Free Cocoa
REDD+	Reducing Emissions from Deforestation and forest Degradation, plus the sustainable management of forests, and the conservation and enhancement of forest carbon stocks
SAILD	Service d'Appui Aux Initiatives Locales
SECO	Swiss State Secretariat for Economic Affairs
SOWEFCU	South West Farmers Cooperative Union
SNCD	Stratégie nationale pour un cacao durable
TFA	Tropical Forest Alliance
TFP	Technical and Financial Partners
TG	Thematic Group
UNEG	United Nations Evaluation Group
VSLA	Village Savings and Loans Association
WCF	World Cocoa Foundation
WWF	World Wildlife Fund

1. INTRODUCTION

IDH contracted the Baastel Group to conduct the ex-ante evaluation of the two (2) Cocoa & Forests Initiatives (CFI) in Côte d'Ivoire and Ghana, and the Roadmap to Deforestation-Free Cocoa (RDFC) in Cameroon. This document presents the ex-ante evaluation report of the three platforms.

1.1. IDH Sustainable Trade Initiative

IDH brings together public and private partners as well as civil society (governments, companies, knowledge institutions, non-governmental organizations, and other stakeholders) to foster and support sustainable practices along commodity supply chains, both nationally and internationally. IDH and its partners jointly design action and investment plans for projects that generate public goods.

In the cocoa sector, IDH notably supports three African platforms that address cocoa-related deforestation and forest degradation through the IDH Cocoa Program, implemented in Côte d'Ivoire, Ghana and Cameroon. Particularly, IDH plays the role of a convener, provides technical expertise and supports the platforms' secretariats to monitor, coordinate and facilitate the platforms' functioning, by contributing to funding, tools and staff/capacity.




1.2. Intervention Description

1.2.1. IDH Cocoa Platforms: CFI and RDFC

The IDH cocoa program consists of multiple programs addressing better environment and better income. As part of the cocoa program, IDH convenes 3 multistakeholder partnerships to halt cocoa-related deforestation: CFI Ghana, CFI Côte d'Ivoire and the Roadmap to Deforestation-Free Cocoa (RDFC). Over the years, these partnerships have been funded by IDH donors including DDE, SECO, DANIDA and P4F. Main partners of the program are the national governments, private companies of the cocoa sector, the World Cocoa Foundation, Civil Society Organizations (CSOs), research institutions, and other Technical and Financial Partners (TFPs).

Table 1 below presents the phases of the Cocoa & Forests Initiatives (CFI) in Côte d'Ivoire and Ghana, launched in 2017, and the Roadmap to Deforestation-Free Cocoa (RDFC) in Cameroon, launched in 2020. The table outlines objectives and main actions planned of the three (3) platforms set up under these initiatives.

Table 1. CFI and RDFC, a summary

Platform	Country	Phases	Objectives	Action plans
The Roadmap to Deforestation-Free Cocoa in Cameroon	 Cameroon	Initiated in 2018 Engagement stage: 2019-2021 Preparatory phase: 2021-2023 Phase 1 Action plan: 2023-2025	1) conservation of the permanent forest domain and restoration of forests 2) sustainable production through intensification and other smart techniques in the non-permanent forest domain, and diversification of income 3) engagement and empowerment of cocoa-growing communities	promotion of Cameroonian deforestation-free cocoa effective landscape investments, traceability forest monitoring, child labour and living income
The Cocoa and Forests Initiative Côte d'Ivoire	 Côte d'Ivoire	Initiated in 2017 Phase 1: 2018-2020 Phase 2: 2022-2025	1) forest protection and restoration 2) sustainable cocoa production and farmers' livelihoods 3) community engagement and social inclusion	furthering public-private investments in selected landscapes advancing policies on forest monitoring, agroforestry and traceability pushing for collaboration at national and international levels
The Cocoa and Forests Initiative Ghana	 Ghana			

The main objectives of the CFI and the RDFC are:

- 1) Forest protection and restoration
- 2) Sustainable cocoa production and farmers' livelihoods
- 3) Community engagement and social inclusion

1.2.1.1. The Cocoa & Forests Initiatives (Côte d'Ivoire and Ghana)

The Cocoa & Forests Initiative (CFI) was initiated in 2017, based on a Collective Statement of Intent that was signed by a number of companies¹ committing to “working together, pre-competitively, to end deforestation and forest degradation in the cocoa supply chain”. Frameworks for Action signed by private and public signatories, arising from this statement have been developed to guide the future actions of the sector, and then translated into National Implementation Plans (NIPs) in the two countries of intervention. The first phase ran from 2018-2020 based on specified timelines, roles and responsibilities, monitoring and evaluation, and

¹ There are currently thirty-six (36) signatory companies of the CFI

governance. On March 2019, thirty-three (33) company signatories released detailed individual action plans for the first phase of CFI.

Côte d'Ivoire

In Côte d'Ivoire, the 2022-2025 action plan was approved by the Steering Committee in December 2022, with a key focus on implementation of large-scale public-private partnership projects for the protection and restoration of selected classified forests and parks and reserves and surrounding landscapes; strengthening the mapping of cocoa supply chains, with the establishment of a national traceability system; and strengthening activities for greater social inclusion and community engagement.

Ghana

In Ghana, the 2023-2025 implementation plan was approved by the Oversight Committee in June 2022, with a key focus on Satellite based monitoring (and mapping), Tree Registration and Land Title Documentation, Forest restoration, Social and Environmental Safeguards, Agroforestry, Traceability and CFI Funding. Resettlement, integrated landscapes and communication and sensitization were not part of the initial focus but were added later on.

Table 2 below present the highest decision-making bodies' stakeholders for each CFI in Côte d'Ivoire and Ghana.

Table 2. CFI decision Committee members

Type	Ghana National Oversight Committee (NOC)	Côte d'Ivoire Comité de Pilotage
IDH and the World Cocoa Foundation (WCF) as conveners (not signatories)		
Government	Chair: Ministry of Lands and Natural Resources (MLNR) Chief Executive Officers (CEOs) of Ghana Cocoa Board (COCOBOD) and the Forestry Commission Ministry of Environment, Science, Technology & Innovation (MESTI) Ministry of Food and Agriculture (MOFA)	Chair: Ministère des Eaux et Forêts (MINEF) Ministère de l'Environnement et du Développement durable Ministère d'Etat, Ministère de l'Agriculture et du Développement rural Ministère du Plan et du Développement Ministère de l'Économie et des Finances Ministère du Budget Conseil du Café-Cacao (CCC)
Private Sector representatives²	Barry Callebaut Cargill Cocoa and Chocolate Cémoi ECOM Group The Hershey Corporation Mars Chocolate Olam Cocoa Touton	Barry Callebaut Cargill Cocoa and Chocolate Cémoi ECOM Group The Hershey Corporation Mars Chocolate Olam Cocoa Touton

² 8 of the 36 signatory companies (a limited number of seats are reserved for the private sector to balance representativity with the public sector)

1.2.1.2. The Roadmap to Deforestation-Free Cocoa (Cameroon)

Building on the CFI 2017 Collective Statement of Intent, the Roadmap to Deforestation-Free Cocoa (RDFC) in Cameroon aims at creating a competitive advantage for Cameroonian cocoa in the global market. It helps coordinating public-private-civil society efforts to achieve higher and more stable cocoa quality and promoting greater cocoa sustainability through innovative techniques such as cocoa agroforestry. The Framework for Action of the RDFC was launched at the beginning of 2019. Between 2021 and 2023, the focus has been to institutionalize and operationalize the governance structure through a national sustainable cocoa platform and develop an implementation plan. The roll-out of the first phase of the implementation plan will be from 2023-2025. The creation, organisation and functioning of the Sustainable Cocoa Committee was signed in November 2022, and the platform was officially launched in February 2023.

Signatories of the RDFC are presented in Table 3 below.

Table 3. Signatories of RDFC

Type	Cameroon
IDH as convener (not signatory)	
Government	Ministry of Agriculture and Rural Development (MINADER) Ministry of Forestry and Wildlife (MINFOF) Ministry of Commerce (MINCOMMERCE) Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED)
Private Sector	Agribusiness Services and Import Export Agroproduce Management Services (AMS) Atlantic Cocoa Corporation (ACC) Barry Callebaut/ SICCACAO Cargill Neo Industry Producam SA Sté DES ETS NDONGO ESSOMBA Sarl Telcar Cocoa
CSOs, TFPs and research institutions	CIFOR CIRAD Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Forêts et Développement Rural (FODER) International Tropical Institute of Agriculture (IITA) Noé Proforest Rainforest Alliance (RA) Service d'Appui Aux Initiatives Locales (SAILD) WWF CAMEROON World Agro-forestry Centre (ICRAF) Confédération Nationale de Producteurs de Cacao et Café du Cameroun (CONAPROCAM) South West Farmers Cooperative Union BOD (SOWEFCU BOD) Consulate of The Netherlands Tropical Forest Alliance (TFA)

2. EVALUATION METHODOLOGY

2.1. Evaluation Objectives and Scope

The ex-ante evaluation focused on the platforms' plans covering the period 2022-2025. The evaluation team concentrated its efforts on:

- Understanding the current state of the partnerships/platforms;
- Reviewing the 2022-2025 intervention logic and proposing recommendations on
 - harnessing the strengths of the signatories and strengthening the convening work by IDH
 - shifting prioritization of the platforms' activities, adjusting the support to the landscape level investments and strengthening the strategy related to fundraising for the Cocoa & Forests Initiatives;
 - the finalization of the national implementation plan for the Roadmap to Deforestation-Free Cocoa.

In this context, analyzing the lessons learned and evaluating the results achieved from the first years of implementation of the platforms was crucial to better inform the assessment of the plans for 2022-2025.

Initially, the Terms of Reference also included the preparation of an IDH monitoring system for the endline evaluation end-2025, but in consultation with IDH it was decided to change this into an assessment of the M&E framework with recommendations for improvements.

2.1.1. Evaluation Objectives

The ex-ante evaluation paid a particular attention to accountability, effective program management, and knowledge development and learning. The specific objectives of the evaluation were:

1. to give an ex-ante assessment of intervention logic and expected outcomes; and determine a baseline for follow-up in the 2025 endline evaluation;
2. to formulate and finetune the strategies for the platforms and in specific on the roles and responsibilities of IDH and the platform partners; and to inform IDH's strategy on sector convening on deforestation-free cocoa;
3. to feed into a knowledge base on best practices on convening.

The evaluation team focused its attention on the support to enable the signatories to fulfil their commitments, provided by both in-country Secretariats and IDH, and particularly to the support provided by IDH, to which the evaluative questions presented in the evaluation matrix in Annex 1, are related.

2.1.2. Evaluation Scope

The ex-ante evaluation covered the three (3) platforms, namely the Initiative Cacao & Forêts (CFI) in Côte d'Ivoire, the Cocoa & Forests Initiative (CFI) in Ghana, and the Roadmap to Deforestation-Free Cocoa (RDFC) in Cameroon.

Particularly, the evaluation team focused the analysis on the intervention logic of the multi-stakeholder partnership models, and the support provided to the signatories to fulfil their commitments, as presented in Figure 1 below.

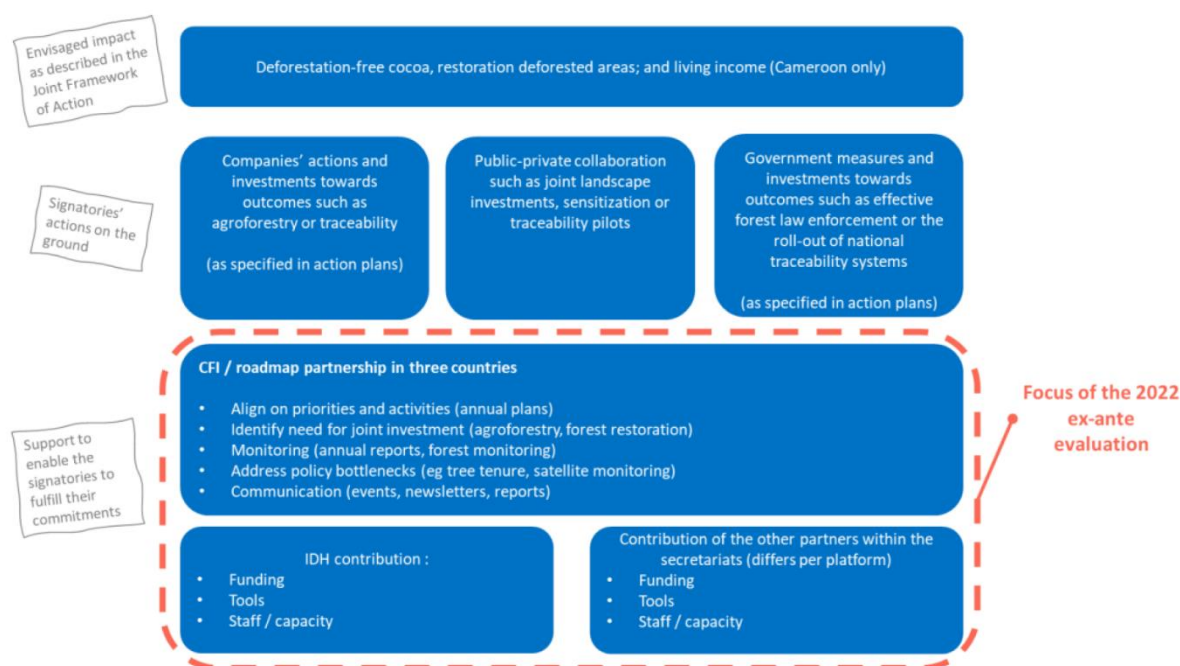


Figure 1. Scope of the ex-ante evaluation, IDH

The evaluation questions were as follows:³

Relevance

1. Are the platforms focusing on the relevant challenges and strategies in their national and international contexts?
2. Are the right stakeholders involved in the platforms?
3. Are the right partners involved in the platforms' secretariat?
4. Are the platforms sufficiently inclusive?

Coherence

5. To what extent are the platforms compatible and complementary to other programs, investments and policies in the relevant country?
6. To what extent are the approaches of the platforms coherent?

³ Please refer to Annex 4 for the complete Evaluation Matrix.

7. How does IDH's role in the platforms and the secretariats fit with IDH Theory of Change and the Theory of Change of the IDH Business Unit Agri-Commodities?
8. To what extent are the platforms coherent with IDH's gender strategy?

Effectiveness

9. What lessons from the first phase of CFI (2017-2021) are relevant for the implementation of CFI phase two (2022-2025) and the Roadmap in Cameroon?
10. Are the platforms' multi-year action plans for Côte d'Ivoire, Ghana and Cameroon expected to achieve the envisioned results?
11. To what extent is the support provided by the platforms, through the joint action plan, secretariat and governance, expected to enable effective implementation by the signatories?
12. To what extent do the monitoring systems of the platforms provide relevant and quality (impact-level) data?
13. What are recommendations on the design of the end evaluation in 2025?

Efficiency

14. To what extent are the platforms' interventions expected to deliver results in a timely way?
15. To what extent is efficient use made of the financial and human resources available to the platforms?

Sustainability

16. What are potential strategies to ensure sustainability of the platforms beyond 2025?
17. Will the platforms need to be continued or will it be possible to phase out the platforms by 2025?

2.2. Detailed Methodology

2.2.1. Evaluation Principles

The evaluation was guided by the OECD-DAC Evaluation Standards and criteria, namely relevance, coherence, effectiveness, efficiency, and sustainability, in line with the key evaluation objectives presented above. It was conducted in conformity with the UNEG Ethical Guidelines for Evaluation. The evaluation team ensured that the evaluation process was transparent and ethical, maintaining independence, impartiality, credibility, honesty and integrity, and accountability.

The evaluation team undertook the evaluation in close collaboration with the IDH program team as well as its partners, using a participatory approach. It ensured the relevancy of data-gathering, stakeholder consultation, analysis, reporting, and recommendations to develop a utility-focused report for the implementation of phase 2022-2025.

2.2.2. Evaluation Approaches

2.2.2.1. Theoretical framework

The evaluation team supported its findings, conclusions and recommendations based on theoretical knowledge, presented in Section 3 of the present report. Particularly, the evaluation team used the classification of convener roles presented in Table 6 to analyse IDH enabling actions provided to the signatories to fulfil their commitments.

2.2.2.2. Mixed-methods approach

The evaluation team used mixed data collection methods to triangulate sources of information and perspectives, drawing on quantitative and qualitative techniques, in order to ensure a comprehensive, robust and evidence-based understanding of the intervention.

Nonetheless, it was collaboratively agreed with IDH to focus the evaluation on qualitative data collection and analysis. Data collection methods used are detailed in section 2.2.3.2. below.

2.2.2.3. Evaluation Sample

In order to ensure the representation of stakeholders' perspectives in the evaluation, the evaluation team defined a sample according to the following criteria:

- **Geographical scope**
The sample presents a balanced representation of the three (3) countries of intervention, namely, Côte d'Ivoire, Ghana and Cameroon. Additionally, the sample considers international-level organizations (HQ or global).
- **Role and decision making power**
The sample differentiates the stakeholders per the following types: IDH teams, Signatories, Secretariat members (including the Chairs), and external stakeholders.
- **Sector of action**
The sample presents a balanced representation of the public and the private sector in the countries of intervention, as well as civil society.
- **Involvement and span of influence**
The sample includes various actors of the cocoa sector, based on their size, position in the value chain and involvement in the platforms.

Table 4. Respondents sample

Tool	Stakeholder	International	Côte d'Ivoire	Ghana	Cameroon
Remote KII	IDH staff	4			
	Private	2	-	-	-
	Civil society	5			
In Person KII	IDH staff		1	2	2
	Public		3	3	3
	Private	-	4	3	2
	Civil society		3	5	4
Online survey	Companies (14)	-	12	10	5
Focus Group Discussion	IDH staff	7	-	-	-
Sensemaking session		7	6	7	9

Based on the defined criteria, Table 5 above presents the final distribution of respondents per type of data collection tool used, detailed in section 2.2.3.2. below.

2.2.2.4. Analytical Framework

The evaluation team rated the overall performance against each evaluation criterion, using the criteria included in the ITC guidelines. The ratings by criterion were then combined to generate a composite rating for the overall intervention.

In addition, qualitative data is presented as evidence to support the findings using the following simple benchmarks:

- “All respondents said” = 100%
- “A majority of respondents said” = more than 75%
- “Many respondents said” = more than 50%
- “Some respondents said” = between 25 and 50%
- “A few respondents said” = less than 25% but more than one person

As the focus is on the functioning of the platforms and the role of IDH as a convener, the assessment of the results achieved was qualitative-driven. The evaluation team used an analytic grid based on the evaluation matrix to capture information, data and the source for each evaluation question, and performance indicator or measure. Table 5 below represents how the data was processed during the triangulation process.

Table 5. Six-point rating system⁴

Rate	Qualitative assessment based on each evaluation criteria
6. Highly satisfactory	A project or process with overwhelmingly positive results and no shortcomings.

⁴ See: International Trade Centre (2018). [ITC Evaluation Guidelines](#), Geneva: ITC

5. Satisfactory	A project or process with some strong results and without material shortcomings.
4. Moderately Satisfactory	A project or process with a clear preponderance of positive results (i.e. it may exhibit some minor shortcomings though these should be clearly outweighed by positive aspects).
3. Moderately Unsatisfactory	A project or process with either minor shortcomings across the board, or an egregious shortcoming in one criterion that outweighs other generally positive results.
2. Unsatisfactory	A project or process with major shortcomings clearly outweighing positive results.
1. Highly unsatisfactory	A project or process with severe shortcomings and no material redeeming positive results.

2.2.3. Evaluation Tools

2.2.3.1. Evaluation Matrix

The evaluation matrix presented in Annex 4 was collaboratively designed with IDH – based on the evaluation questions presented in the Terms of Reference in Annex 9 – and framed the evaluation analysis, grouping key evaluation questions and sub-questions by OECD/DAC criteria. The evaluation matrix linked evaluation questions to the means for answering these questions. The evaluation team identified indicators and data collection methods and sources to be used to gather and analyze data for each evaluation question/ sub-question.

2.2.3.2. Data collection Tools

A data collection toolkit comprising interview guides, survey questionnaires, online survey script is presented in Annex 5 of the present report.

Desk Study

The evaluation team reviewed relevant documentation during the evaluation process, and considered additional data sources such as web articles to fine-tune its understanding of recent sectoral dynamics. The bibliography section of the present report lists the documents made available to the evaluation team for the desk study.

Key Informants Interviews

The evaluation team conducted forty-six (46) individual or grouped Key Informant Interviews (KIIs), both online and in-person in Côte d'Ivoire, Ghana and Cameroon. Tailored semi-directed interview protocols were designed during the inception phase and are presented in Annex 5 of the present report. The comprehensive list of interviewed informants is presented in Annex 6.

Online survey

The evaluation team conducted an online survey in English and French through [Qualtrics](#) among forty (40) signatory companies of CFI and RDFC platforms. The English script of the online survey is presented in the data collection toolkit in Annex 5 of the present report.

Fourteen (14) responses were assessed valid for analysis, representing a response rate of 35%. While the sample of respondents was statistically unrepresentative, it was balanced in terms of type of actor, engagement in the CFI (and RDFC for a limited number of companies) and relationship with IDH. Hence, the results of the survey were used as input to the assessment of the different evaluation criteria but with a relatively smaller weight.

Figure 2 below presents the distribution of the respondents whose responses were analyzed. Particularly, 43% of the companies surveyed work in cocoa trading, 36% of them in cocoa processing, and 43% of them in chocolate manufacturing.

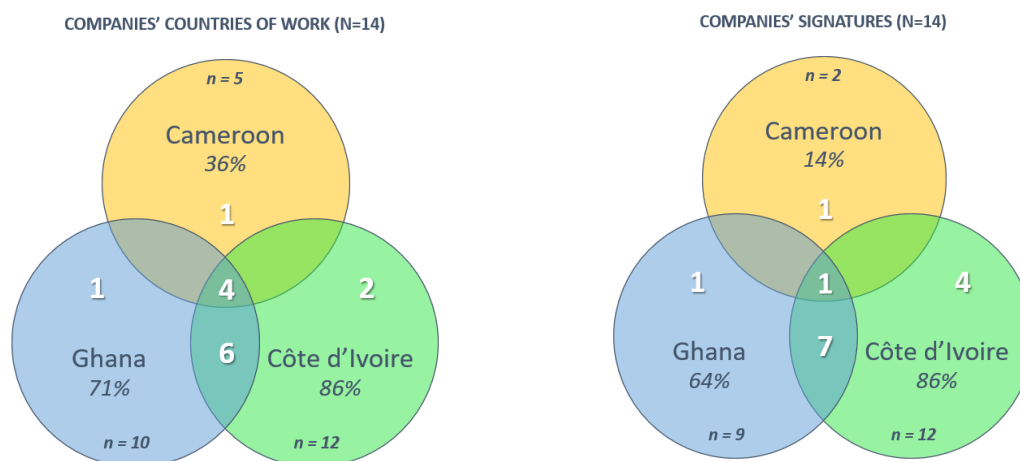


Figure 2. Online survey respondents' distribution

Focus Group Discussion

The evaluation team leader facilitated a Focus Group Discussion (FGD) at IDH in the Netherlands. The goal of this FGD was to map out best practices at IDH for measuring progress made by other multistakeholder initiatives (i.e., use of monitoring & evaluation to improve accountability, impact measurement and strategic decision making). It also related to the distribution of responsibilities between IDH staff and other stakeholders for systematic and harmonized data collection. As an important focus of the evaluation, the meeting zoomed in on IDH's facilitation and convening role within M&E systems. The protocol of the FGD is presented in Annex 7 of the present report.

Sensemaking Sessions

In total, four (4) sensemaking sessions were conducted during the evaluation. Three (3) hybrid sensemaking sessions were held with five (5) to ten (10) participants in the countries of intervention (one per country), facilitated by the national consultants and supported by the international consultants online. The sessions included a presentation of the preliminary findings, a discussion on evaluation findings and a recommendations co-construction exercise with stakeholders. An additional sensemaking session was held online with IDH staff to present preliminary results. The protocol of the latter is presented in Annex 8 of the present report.

2.2.4. Evaluation Limitations

The evaluation team encountered the following limitations during the research:

- **Stakeholder availability:** It appeared to be challenging to arrange interviews with all different actors during the data collection process of the national consultants. IDH has been very instrumental in facilitating meetings with respondents, and in the end all key actors agreed on being interviewed.
- **Focus Group Discussions:** It was also challenging to bring together a larger group of respondents for FGDs, as originally planned, due to busy schedules and logistical issues. A change in the evaluation process was needed to resolve this, by carrying out more KIIs.
- **National level data collection:** For the international consultants, it was challenging to work from a distance with three national consultants, without being directly involved in the field work. In all three countries, and especially in Ghana, there were some challenges around coordination and on how to collect data in the most efficient way. This was resolved by engaging more often and with higher intensity with the national consultants.
- **Development of baseline/key elements for end evaluation:** The development of a general baseline (or adapted baselines for each country) is a long and demanding process. It appeared to be challenging to determine what the needs and the capacities are for IDH and/or the platforms. A start was made with this process through a group discussion held at IDH HQ to map out best practices at IDH for measuring progress made by other multistakeholder initiatives.

3. THE ROLE OF CONVENING, A LITERATURE REVIEW

3.1. Convening definition and environment

Conveners are people or organizations who “establish, legitimize, and guide the collaborative alliance” (Wood & Gray, 1991). As “partnership brokers” (Stadtler & Probst, 2012), “bridging agents” (Manning & Roessler, 2013) and/or “network brokers” (Obstfeld, Borgatti, & Davis, 2014), a convener can be defined as a “catalytic agent bridging unaware, unsure or sceptical actors to explore the possibilities of collaboration” (Kalegaonkar & Brown, 2000).

Conveners operate in complex multi-stakeholder contexts characterized by conflicting perspectives, power imbalances, trust issues, and concerns related to legitimacy, accountability, and effectiveness (Arts, 2002; Babiak & Thibault, 2009; Kolk, 2014; Seitanidi & Crane, 2014; Selsky & Parker, 2005; Simon & Schiemer, 2015). These contexts are often encountered in Cross-sector partnerships (CSPs), as defined by Bryson et al. (2015), Clarke & Crane (2018), and Selsky & Parker (2005), which involve collaborations among organizations from different societal sectors (e.g., business, government, non-profit) striving for economic, social, and environmental well-being. Similarly, Cross-sector social partnerships (CSSPs), defined by Selsky & Parker (2005), are collaborative arrangements between businesses, NGOs, and/or government entities explicitly formed to address social issues and engage partners on an ongoing basis. Conveners, regardless of their role as initiator, driver, or participant in a partnership, assume a neutral position in organizing and leading the stakeholders' group. As impartial facilitators, they are expected to navigate challenges like distrust and foster effective collaborative relationships (Dorado & Vaz, 2003; Svendsen & Laberge, 2005). In the literature, the success of conveners is often attributed to their personal qualities and characteristics, including their legitimacy, credibility, mandate, authority, familiarity with the context, and their role as an impartial party. In 2018, IDH published the report “Collaborative transformation: the art of making international trade more sustainable”.⁵ A set of patterns is described that enable sustainability transitions, related to five dimensions: relational, discursive (sketching out a common path), institutional, reflective and implementing. These dimensions are based on the insights gained by IDH in convening different programs and partnerships. In general, IDH combines roles (e.g. co-funding) which not only gets it a seat at the table but also shows “skin in the game” meaning that it has an interest in specific outcomes.

3.2. Convening challenges

Particularly, according to van Hille et al. (2018), convening role is tugged by two (2) main tensions, between leading and facilitating, and between neutral convening and stakeholding interest. Conveners typically take the lead in initiating and driving partnerships, but they lack formal authority over their partners and cannot impose change on them. This absence of authority pushes conveners to adopt alternative influencing strategies, which can be contradictory. Tennyson (2005) points out that giving direction may be seen as excessive involvement or possessiveness, potentially undermining collaborative leadership. Understanding this tension between leading and

⁵ IDH, 2018, Collaborative transformation

facilitating is crucial for comprehending how conveners respond in partnerships. The effectiveness of conveners is commonly believed to rely on their position as an impartial party (Dorado & Vaz, 2003; Kalegaonkar & Brown, 2000). However, in practice, one of the partners often assumes the convener role, which means they also have a vested interest in the collaboration (Westley & Vredenburg, 1991). This creates a tension between "being neutral" and "having an interest" known as the "neutrality-stakeholding" tension, which is specific to conveners.

Partners in the CSSP may struggle to separate the convener role from other roles fulfilled by the convener. This multiplicity of roles can lead to tensions within the CSSP and hinder progress. To navigate this challenge, conveners must possess a clear understanding of their multifaceted role. Their role is complex, requiring them to navigate multiple and often contradictory responsibilities while ensuring progress towards the CSSP's objectives. Despite lacking formal authority, they are expected to provide leadership. Additionally, conveners must strike a delicate balance between the interests of each partner, including their own, and the overarching interests of the CSSP. They must employ various tactics concurrently, often over an extended period, even if these tactics may occasionally clash and result in partners assuming both cooperative and adversarial roles depending on the specific issue being addressed.

When examining the tension between neutrality and having a stake as a convener, it is crucial to carefully consider the suitability of the organizations taking on the convener role to ensure a convener that was an impartial third party and to avoid the inherent tension between neutrality and stakeholding. However, achieving this may prove challenging when conveners themselves are purpose-driven organizations. Their deep involvement and vested interest in the subject matter likely motivates them to persist in working with these tensions.

3.3. Roles in convening

The most useful and comprehensive overview of the different roles in convening is presented below. This classification was used throughout the evaluation to discuss the different roles of IDH as a convener with respondents.

Table 6. Convener roles, a classification

Role	Sub-roles
Connecting role	Connecting actors, mobilizing and committing actors
	Matching demand and supply
Mediating role	Mitigating potential conflicts of interest, building trust, managing expectations, crafting a shared vision
	Providing governance tools and coordinating structures
Stimulating role	Stimulating the innovation process and outcomes
	Identifying sources of advice, support, and funding for the innovation process
	Creating the urgency for innovation and providing inspiration
	Ensuring openness and transparency in the data ecosystem

Learning catalyst	Providing structure or space for joint knowledge creation and mobilization of a collective body
	Providing research and expertise on the issue, providing best practices and resources for collaboration
	Legitimizing and diffusing knowledge
Infrastructure provision	Provide an initial set of resources (platform, tools, expertise)
	Leverage capabilities across the network
	Making the creation of products/services by third parties more efficient

Source: *An ecosystem perspective on developing data collaboratives for addressing societal issues: The role of conveners*, Susha et al. (2022)

4. EVALUATION FINDINGS ON IDH'S ROLE

4.1. Analysis against theoretical framework

Evidence from KIIs and in-country sensemaking sessions shows that the role of **IDH as a convener** is well understood by a majority of respondents. First and foremost, IDH is seen as a facilitator, bridging the public and private organizations acting in the field of cocoa, and allowing space for discussions between actors from different societal sectors. It was found that IDH played a key role in providing the content, facilitating meetings, setting up the governance structure, and play a convening role behind the scenes to bring different stakeholders around the table.

IDH connecting role, specifically when it comes to connecting and mobilizing actors of the platforms, is highly recognized by some interviewed stakeholders – mainly national stakeholders –, and is the most used role to define IDH actions by signatory companies (10 out of the 14 respondents surveyed). IDH's strength is especially in connecting industry players and government actors. Nonetheless, it is to be noted that evidence collected among the platforms' signatories does not represent the overarching perception of IDH's role and position in the sector. As a matter of fact, many respondents from the civil society sphere noted the limited inclusivity of CFI, referring to a lack of consultations with CSOs and agricultural stakeholders throughout the process.

IDH mediating role – which appears to be the most important one in IDH strategy orientation –, including the provision of governance tools and coordination structures to craft a shared vision in cocoa sector at national level, is considered an important part to play by half of the signatory companies surveyed. However, evidence collected during KIIs reflect a breach to comply with the mitigation of potential conflicts of interest and with trust building. Indeed, while a few respondents described IDH as a neutral actor in the platforms, many of them pointed out its lack of neutrality in favour of signatory companies. Additionally, some respondents highlighted the perceived unclear division of roles and responsibilities between WCF and IDH.

IDH stimulating role is considered the second most important role by surveyed signatory companies (9 out of the 14 respondents surveyed), *ex aequo* with IDH learning catalyst role (see below). While IDH tends to ensure openness and transparency in the platforms data ecosystem, some international respondents – and, to a lesser extent, national stakeholders – were unsatisfied with accountability and reporting systems currently in place. Moreover, many respondents criticized the lack of facilitation towards funding opportunities for planned actions.

IDH learning catalyst role is considered the second most important role by surveyed signatory companies (9 out of the 14 respondents surveyed), *ex aequo* with IDH stimulating role (see above). Evidence collected reveals that many respondents recognize IDH's work in providing space for mobilization and leading the platforms' processes. A pivot of CFI and RDFC, IDH contributed in providing resources for collaboration and maintaining the discussion active between the platforms' signatories.

IDH infrastructure provision is also recognized, as the organization initiated the platforms development processes in the countries and provided an initial set of resources as well as coordination and logistics support. However, evidence collected shows that these resources remained too limited according to some respondents, particularly in improving the quality of reporting and funding capabilities leveraging previously mentioned.

Figure 3 presents how IDH's role is perceived by key informants. The words frequency translates into the graphical representation below: the larger the word in the visual, the more common the word was mentioned during data collection phase.



Source : Word cloud based on Key Informants Interviews reports, Baastel

Figure 3. Stakeholders' perspective on IDH's role

4.2. General analysis

IDH is seen as a facilitator of the platforms' operations, providing initiating, connection and logistics support. Particularly, it is expected to link and facilitate interactions between the public sector – whose objective is to comply with its national engagements –, and the private sector – whose objective is to honour its corporate engagements for sustainability –, towards the common goal of deforestation limitation in Côte d'Ivoire, Ghana and Cameroon.

The platforms ecosystems are thus populated by stakeholders with different views and objectives, including IDH. While on the one hand the role of IDH as a convener was appreciated, it was also noted by some respondents that it is difficult to maintain the neutrality of the convener role while at the same time being involved in company partnerships, including actions funding and partnerships with sectoral companies.

Another weakness was IDH's unclear relationship to WCF, which was perceived by many respondents as problematic, especially in the beginning of CFI. It was difficult for the two organisations to effectively work together on the ground. This has improved in the last couple of years as a result of changes in leadership and the relationship currently seems to have improved.

As a result, the evaluation team observed a gap between what role IDH intends to take within the platforms, and what IDH's role is expected to be from the perspective of the partnerships' stakeholders. This offset partly explains the diversity of perceptions collected during the evaluation process, as well as the important difference of opinions between international and national stakeholders. It should be noted that the issues observed between IDH and WCF only apply to Ghana and Côte d'Ivoire. In Cameroon, WCF is not involved so this did not play out there.

Many of these findings are in line with the literature review in Chapter 3, especially in relation to the dilemmas that IDH's convening teams are facing.

5. EVALUATION FINDINGS PER CRITERIA

5.1. Relevance

Evaluators rating for Relevance: Satisfactory

In the table below, an explanation of the ratings provided for each country is provided, explaining how the evaluation team came to the rating and how the different data sources were weighed. This is repeated for every criterion. In general, it should be noted that the findings and ratings are based on the synthesis of the desk review, the various interviews conducted, the company survey and the sensemaking sessions.

Rating per country:

Côte d'Ivoire	Satisfactory	The desk review as well as the majority of the key informant interviews at the national level were positive about the relevance of the platform. The KIIs at international level were more mixed in their perception of relevance of the initiative as a whole, but this was not considered sufficiently important to lower the rating.
Ghana	Satisfactory	Same as above
Cameroon	Satisfactory	Same as above

The main challenges facing the cocoa sector in Côte d'Ivoire, Ghana and Cameroon are environmental, economic and social. The CFI and RDFC focus on all these major challenges and try to address them. The three platforms bring together the private sector (36 companies in the cocoa and chocolate industry) and government partners to reduce deforestation in the cocoa supply chain and to preserve and rehabilitate forests (environmental challenges). They also address the issues of sustainable cocoa production, in order to improve farmers' incomes (economic challenges) as well as aiming at social and community inclusion (social challenges).

Overall, the answers provided to the key evaluation questions linked to relevance were positive and the evaluation team considers that the three initiatives are relevant in their context at a satisfactory level. The evaluation found that the design and implementation are generally well aligned with national policies, strategies, and sector plans. It was found that the platforms are focusing on the relevant challenges and strategies in their national and international contexts, with all three platforms being strongly aligned with national policies and programs. These include the *Plan National de Développement* (2021-2025) in Côte d'Ivoire⁶, the National Medium-term

⁶ See: [Plan National de Développement 2021-2025 – Une Côte d'Ivoire solidaire, résumé synthétique](#)

Development Policy Framework (2022-2025) in Ghana⁷ and the National Development Strategy (2020-2030) in Cameroon⁸.

Evaluation evidence, including the results of the KIIs shown in Figure 5 below, largely confirms the relevance of the platforms, especially at the national level.⁹ In both Côte d'Ivoire and Cameroon, the majority of respondents (over 75%) felt that relevance was high, while in Ghana, many respondents (between 50-75%) said the same. In all three countries, some respondents (between 25-50%) said they had mixed views about the relevance of the platform. It is also worth noting that Ghana is the only country where there are a few respondents who are negative about the relevance.

However, in both Ghana and Côte d'Ivoire, several respondents, mainly from CSOs and research organizations, expressed that CSOs and farmer organisations are not sufficiently included in CFI. On the contrary, there were also respondents (primarily companies and government stakeholders) who felt that the platforms are sufficiently inclusive. By allowing more external stakeholders into the governance structure, CFI risks becoming a multistakeholder platform that will not be able to operate efficiently, because the platforms would become too much of a “talk shop” instead of putting responsibility on the shoulders of the actors that can actually change practices on the ground. In the evaluators' view, there should be a limit or a cap on the number of stakeholders that can be directly involved in the governance structure of CFI, to ensure a right balance between inclusiveness and efficiency. Other stakeholders can be involved more indirectly through the field activities.

It is important to note that in Cameroon, the process has been more inclusive, based on the lessons learned from CFI. But even in the case of Cameroon, there were some respondents who argued that the platform should be more inclusive, suggesting to add other stakeholders, such as parliamentarians and financial institutions. It is important to find the right balance and ensure that in Cameroon only those stakeholders are involved that are adding value to the process.

As for the involvement of women and youth, it was noted by a majority of respondents that women and young people are not sufficiently represented in the platform, although they are considered as key beneficiaries in the Joint Frameworks of Action and Implementation Plans of the platforms and are involved in the field activities. This leads to the conclusion that there is a need to involve women and youth in a more systematic manner in the governance structure, in particular in the Secretariat. It was found that at the level of field activities, women and youth are actually well involved.

As can be seen in Figure 5 below, international stakeholders had a more mixed view on relevance, with many respondents having mixed views on the relevance and only some respondents being positive.

⁷ See: [Medium-term National Development Policy Framework, Government of Ghana, National Development Planning Commission, 2021](#)

⁸ See: [National Development Strategy 2020-2030, For structural transformation and inclusive development, 2020](#)

⁹ The methodology for scoring the qualitative data is explained in section 5.2.2. It should be noted that the tables presented on respondent's views exclude the responses from IDH staff.

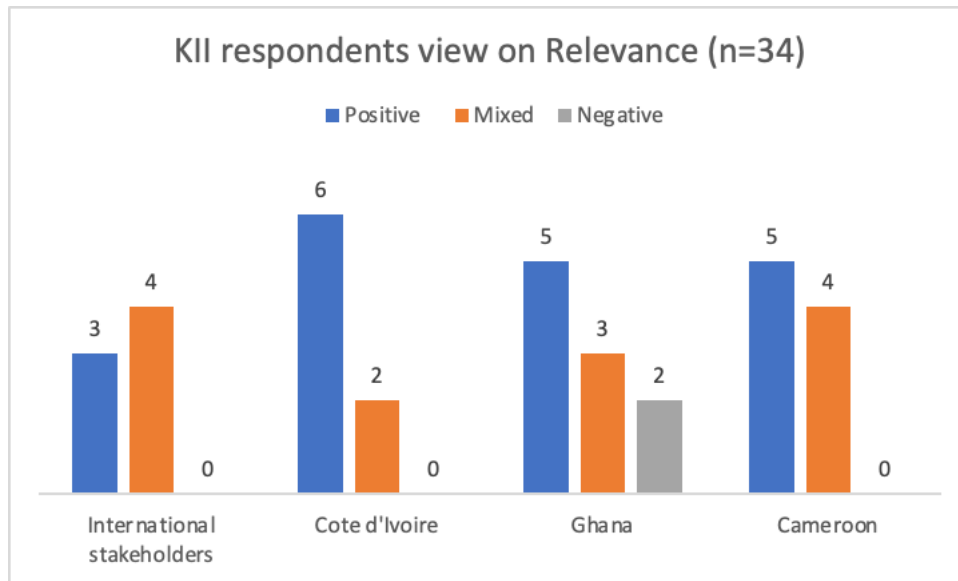


Figure 4. Perception of the relevance of the platforms

Quotes on relevance – international stakeholders:

The CFI has set the stage for pre-competitive collaboration between companies, how trust, transparency and accountability can be improved. It wasn't until CFI started in 2017 that deforestation was put on the agenda.

Industry partner

Industry realized that we cannot solve this alone, but that you need governments to better manage the forests.

Industry partner

Need for a more holistic approach, traceability should be combining deforestation, child labour and all other issues. Agroforestry is also serving social goals.

External stakeholder

Without CSOs at the table, we are still on a post-colonial set up. We need the voice of the community.

External stakeholder

We would like to see the NGOs currently involved to become more solution oriented.

IDH staff

We address the right issues but we haven't solved them yet.

IDH staff

Findings on relevance for Côte d'Ivoire: Satisfactory

The CFI is in line with the Côte d'Ivoire government's Preservation, Rehabilitation and Extension Strategy. In fact, it was found that the CFI is an essential component of this strategy.

According to the respondents interviewed, the following adjustments need to be made to the platform in Côte d'Ivoire:

- Strengthen the platform's coordination by making sure that the dedicated team, based at the Ministry of Water and Forests, can focus full-time on CFI. The members of the current team hold other positions as well and do not always have the time to devote fully to coordination.
- Need to improve the landscape approach to address the problem of deforestation, i.e. activities should not be carried out solely at cocoa industry level, but rather with all sectors beyond cocoa, rubber, palm, cashew, etc.
- CFI should work more together with communities and local authorities to really step up the fight against deforestation.
- Need to adjust the proactivity of the stakeholders so that they can contribute fully to the mobilisation of financial resources to implement or operationalise the action plan.
- Need for more emphasis on cocoa quality (it should be noted that this concern is not shared by all actors).

In terms of stakeholder representation, 4 out of 8 KII respondents stated that CFI is not sufficiently inclusive. Farmers' representatives, local communities and local authorities are not involved in governance of the platform, even though they are involved in implementing the CFI's commitments. To represent NGOs, the NGO OI-REN is present as an observer. The evaluation team recommends to include the representatives of these actors in the technical secretariat.

It was also found that there is no representative of young people and women in the governance bodies of the CFI. However, on the ground, CFI develops activities in favour of young people and women. As part of the implementation of the CFI's commitments, the private sector is carrying out actions in favour of and/or involving children and young people through school construction programmes, the distribution of school kits and substitute judgements, job creation in terms of setting up groups (Groupement de Soutien Communautaire) and promoting youth employment in these communities. The private sector also supports women through the creation of village savings and loan associations (VSLAs), which are now a powerful lever for financial inclusion and empowerment of women.

Quotes on relevance – Côte d'Ivoire

"I believe the problem is less one of design than one of real capacity to mobilize and alleviate the resources now needed to take action. I think this is the critical and important phase in which ICF finds itself."

Industry partner, CDI

"I can say that the platform has made it possible to create and facilitate a dialogue between the various players in the cocoa industry. This framework for exchange makes it possible to set out the challenges facing the cocoa sector, identify possible solutions and define strategies for joint and/or individual implementation of the solutions found."

Government partner, CDI

"The real producers are not involved in the platform. I think their involvement would enable the ICF to become more effective. We could also strengthen the participation of civil society players."

Government partner, CDI

“The involvement of farmers, producers, cooperatives, local communities and authorities is essential to ensure the project’s sustainability.”

Government partner, CDI

“Deforestation is not a sectoral issue, but rather a cross-cutting one. As so, in order to tackle deforestation effectively, we need to involve players from the rubber and palm sectors, as well as local communities and authorities, in the platform.”

Industry partner, CDI

Findings on relevance for Ghana: Satisfactory

Several national and regional strategies have been and are being rolled out to tackle the challenges identified in the cocoa sector. Specific to deforestation, Ghana is implementing several interventions and projects within communities to tackle the problem. To a large extent the design of the platform identifies with and targets the needs of all target groups. The platform ensures close collaboration among farmer groups and local communities as well as local authorities such as local metropolitan, municipal and district assemblies (or MMDAs). It was also found that the right partners are involved in the platforms’ secretariat.

5 out of 10 KII respondents are very critical of CFI, including on the governance structure and on the lack of proper coordination (which will be elaborated in section 5.2 on Coherence). While they don’t doubt the relevance, they indicate that the platform lacks inclusivity, as confirmed by 7 out of 10 KII respondents. In their view, the governance of CFI needs to be reviewed to make CSOs more involved in the governance structure in the implementation of the CFI. Both internal and external stakeholders, including industry, government and CSO stakeholders, called for adjustment in the governance and implementation of CFI. Widening the scope of stakeholders would capture and align CFI with the interest of other stakeholders. One of the critiques was that indeed CSOs are involved in the working groups and activities, but these are not seen as sufficiently representative.

The adjustment should also focus on synergizing the activities, programs and projects running in the three countries. In order to enable effective stakeholder consultation and engagement there needs to be a commitment and provision of resources to local stakeholders to enable effective implementation of the programme. It is important to note that there was no convergence on the issue of inclusivity: while some of the respondents agree that inclusivity was high, others disagreed. In our analysis, this shows that there is need to revisit the types of stakeholders included in the platform. The sensemaking session was a good start of such a discussion, as it created a safe space to exchange views and propose adjustments to the platform’s governance structure. It is recommended to continue this discussion with a broad range of internal and external stakeholders.

Quotes on relevance – Ghana

“There needs to be proper coordination. The signatories are working individually and duplicating their efforts. This is leading to extensive progress in some of the hotspots and almost no progress in other areas.”

Government partner, Ghana

“We cannot initiate or carry out any project without getting buy-in and support of the local authorities, existing cooperatives, farmers groups and the Local Assemblies and agencies.”

Industry partner, Ghana

“There is nothing tangible that CFI has done to show for. CFI was a great missed opportunity. You don’t fight deforestation by planting more trees. You fight deforestation by policy reforms, institutional reforms and legislative realignment and reforms.”

External stakeholder, Ghana

“The engagement architecture was flawed. Because of that most of the stakeholders began to pull back and they were not effectively participating in the processes.”

External stakeholder, Ghana

“The farmers are not able to tell their own story. They do not have the means to speak for themselves. Their stories are being told by other people.”

External stakeholder, Ghana

“CSOs are treated as collaborative institutions not lead agents. It is the government and the private sector that are treated as lead agents.”

External stakeholder, Ghana

“One of the strong pillars of CFI is community engagement and social inclusion and they have clearly highlighted the involvement and the youth.”

External stakeholder, Ghana

“The pillar three of the CFI (Social Engagement) has not done well at all. CFI has done a few community sessions which are not enough because there are a lot of communities across the cocoa growing landscapes that need tackling.”

External stakeholder, Ghana

“A big challenge has to do with the lack of a clear funding structure to achieve some of the activities that has been highlighted as things that the partners or the signatories want to achieve.”

IDH staff

Findings on relevance for Cameroon: Satisfactory

In Cameroon, the main challenge faced in the cocoa sector relates to productivity and limited profitability for producers. This is explained by (1) the poor organization of scattered producers, limiting their influence on unit prices for field sales, and (2) the lack of quality infrastructure and equipment (fermenting, drying, packaging and transport), and (3) the low production and accessibility to qualitative seedlings and planting material. Land tenure is another major challenge, as land access is not always conducive to the development of agriculture in general and cocoa farming in particular. There is an urgent need for agrarian reform in Cameroon, and a clear definition of responsible agricultural practices, i.e. those that minimize the harmful effects of land use. While the above challenges are well known, the new European Union Deforestation Regulation has created yet more challenges, namely that of complying with new sustainability requirements. These requirements represent an additional challenge for producers, considering

the ageing of plantations and the scarcity of manpower (low level of involvement of young people in cocoa production).

The RDFC platform, recently launched, is expected to create synergies between actors in the cocoa sector and to provide accurate data on production, in order to ensure that the producer gets a better selling price. In the long term, the RDFC platform is also expected to identify and assess the contribution of cocoa farming to deforestation. The early involvement of relevant actors in the platform development process contributed to the clarity of each stakeholder's role, according to both the guidelines set out in the decree of creation and the roadmap, validated at the launch meeting in February 2023. As so, ONCC holds the presidency, supported by IDH. MINADER provides strategic guidance on the organization and structuring of producers along the value chain. The Ministry of Trade and ONCC focus on marketing strategies that sell the brand image of Cameroonian cocoa on the international scene and work to improve producer prices.

As the implementation of actions progresses, the need to involve new actors – including local communities – should be identified by the RDFC platform. The platform's current composition reflects a diversity of categories, genders and age groups. However, women – that are active in local cocoa processing – are poorly represented on the platform, and even less so on the Technical Secretariat. Additionally, young people should also be considered in the platform, as they need to be made more aware of their involvement in cocoa farming: as plantations age, a young workforce will be needed to rejuvenate them. In the evaluators' view, it is important to create an enabling environment for their involvement. According to ONCC, the creation of a Cocoa Academy is a good opportunity to create more awareness among young people. Their involvement is not limited to farming, but they can also be involved in local cocoa processing or other segments along the value chain. In view of the land issues at stake in Cameroon, local authorities could also take part in the platform's actions for two main reasons. Their involvement could facilitate access to land for production, legislation application, and awareness-raising for the population on responsible agricultural practices.

Quotes on relevance – Cameroon

“Deforestation is not only due to cocoa sector. Inspire the fact that the platform is cocoa deforestation. The drivers of deforestation is not only cocoa so all others drivers of deforestation must join the platform.”

Industry partner, Cameroon

“I believe that the process must be participatory [...] and more inclusive. To achieve this, all those involved in the value chain must be represented. This concerns the farmers, the intermediaries who will buy, and sometimes even each family of player grouping together in a cooperative or association.”

External stakeholder, Cameroon

5.2. Coherence

Evaluators rating for Coherence: Moderately satisfactory

Rating per country:

Côte d'Ivoire	Moderately satisfactory	The desk review as well as the majority of the key informant interviews at the national level were moderately positive about the coherence of the platform. The KIIs at international level were more mixed in their perception of coherence of the initiative as a whole, but this was not considered sufficiently important to lower the rating.
Ghana	Moderately satisfactory	The desk review provided evidence that the coherence was moderately satisfactory. Even though the majority of the key informant interviews at the national level had mixed views about the coherence of the platform, this might be due to the fact that relatively many external stakeholders were interviewed, compared to the other two countries. Hence, the overall rating was put at moderately satisfactory.
Cameroon	Moderately satisfactory	The desk review as well as the majority of the key informant interviews at the national level were positive about the coherence of the platform. The KIIs at international level were more mixed in their perception of coherence of the initiative as a whole, but this was not considered sufficiently important to lower the rating.

With regards to internal coherence, overall, it was found that all three platforms are compatible and complementary to other programs, investments and policies in the three countries, as was already noted under Relevance. There were synergies and interlinkages between the platform's goals and interventions, and other interventions carried out by the governments. One of the challenges is to get all Ministries aligned with each other on the jointly formulated action plans, and to engage effectively with local stakeholders. As also concluded in section 5.1, a more inclusive approach is proposed for Ghana and Côte d'Ivoire, which would lead to improved local stakeholder engagement.

As for external coherence, most respondents indicated that there is a need for more synergies with the EU process around the deforestation regulation, and also a need to build stronger alliance with other CFIs in cocoa production countries, such as Colombia. It was suggested to engage more with the International Sustainable Cocoa Initiatives (ISCOS), and to connect to ethical investors interested in sustainable cocoa production in order to secure long-term investment in sustainable cocoa production. There was also found to be a need to engage with other sectors and have more holistic approach to deforestation. The platforms could be inspired by other efforts being made by the palm oil and cattle industry with regards to No Peat No Deforestation (NPED) policies. This is

important with regards to the overall roles and positioning of IDH, whereby global and local convening are seen as complementary. This points to the importance of having a clear vision on the interaction between global and local efforts on tackling deforestation, cutting across different regions, sectors and industries.

The evaluation team also looked if IDH’s role in the platforms and the secretariats fit with IDH’s Theories of Change and with IDH’s gender strategy. IDH defines the Convener role as follows:¹⁰

“We bring all parties, especially the private sector, to the table and provide a safe, pre-competitive space to design collaborations between market, state, and civil society. We use our field-to-market expertise to build public-private partnerships with ambitious commitments, transparent accountability, and concrete scalable actions. In 2023, the targets for establishing new Memoranda of Understanding and increasing the number of targeted market actors that adopt or update their sourcing, procurement policies, or strategies to include sound social and environmental sustainability criteria and goals, as well as increasing the offtake volumes of focus crops, show that we are on track to achieve our 2025 targets.”

Particularly, IDH’s role in the platforms and the secretariats aligns with the Sector Governance and by spillover effect, with the Business Practices area of IDH Business Unit Agri-commodities Theory of Change, as presented in Figure 6 below:

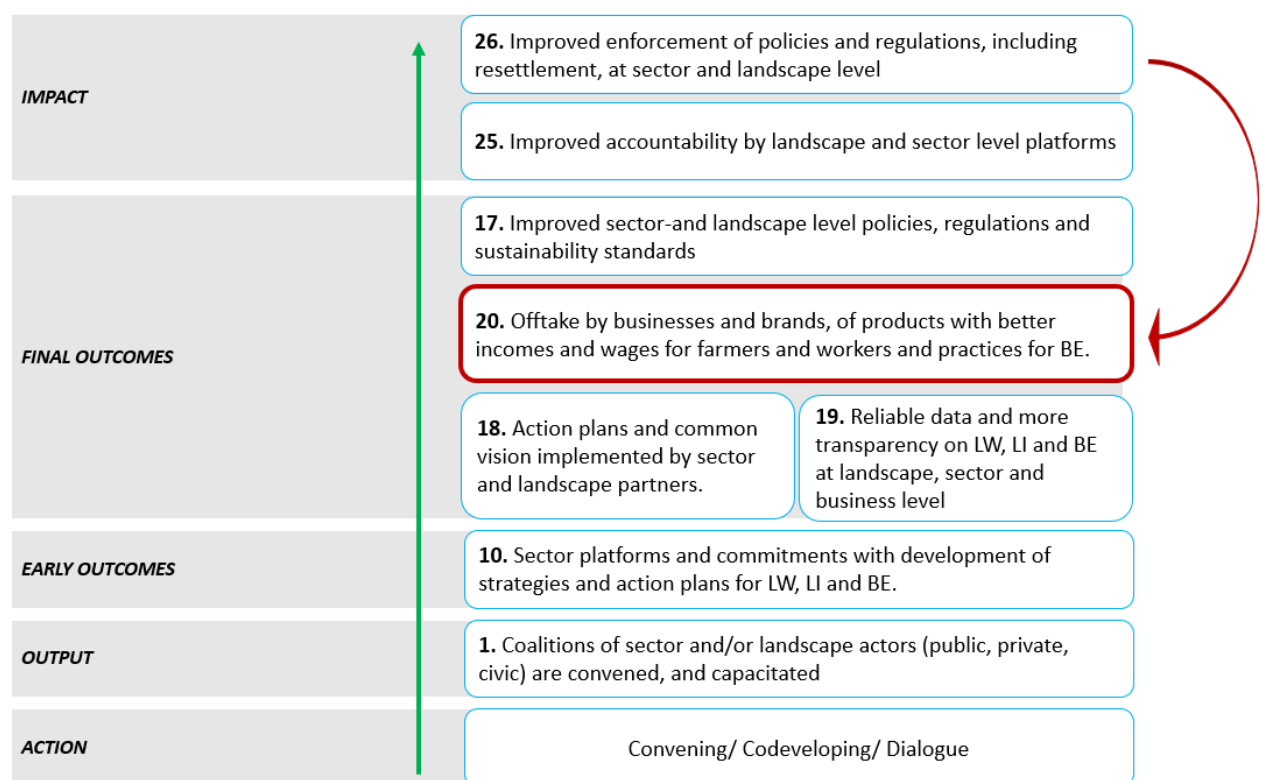


Figure 5. Contribution of the platforms to IDH's Agribusiness Commodities Theory of Change

It was found that the three platforms actually fit very well in the description of the convening role as well as the Theory of Change. CFI and RDFC have succeeded in bringing all parties to the table and creating a pre-competitive space for collaboration between private and public sector. They are

¹⁰ IDH Annual Plan 2023

also actively acting as a mediator between different actors and facilitates a coordinating structure. WCF takes a lead role to bring in the private sector, while IDH is more focused on the public sector. To some extent, collaboration with civil society is sought as well but this could be more inclusive, as explained in section 5.1. The three platforms have ambitious targets and concrete actions, but it was found that accountability could be improved, with CFI being seen as a collection of individual companies' actions and results. Transparency could also be improved. The focus on social and environmental sustainability criteria and goals is the key strength of CFI/Roadmap and has increased company's engagement. It can be concluded that the platforms are well aligned with the Theory of Change of IDH, both in general and for the Agri-Commodities business unit. As for IDH's gender strategy, it was found that the platforms could be more gender sensitive and more focused on equal participation of men and women in the governance structure.

Evaluation evidence shows that there are different views on coherence. A majority of international stakeholders have a mixed perception on coherence. In Ghana, many respondents had mixed views on coherence. On the contrary, a majority of respondents in Côte d'Ivoire and Cameroon are positive on the coherence of the program, as can be seen in Figure 7 below. This will be elaborated in the country sections below.

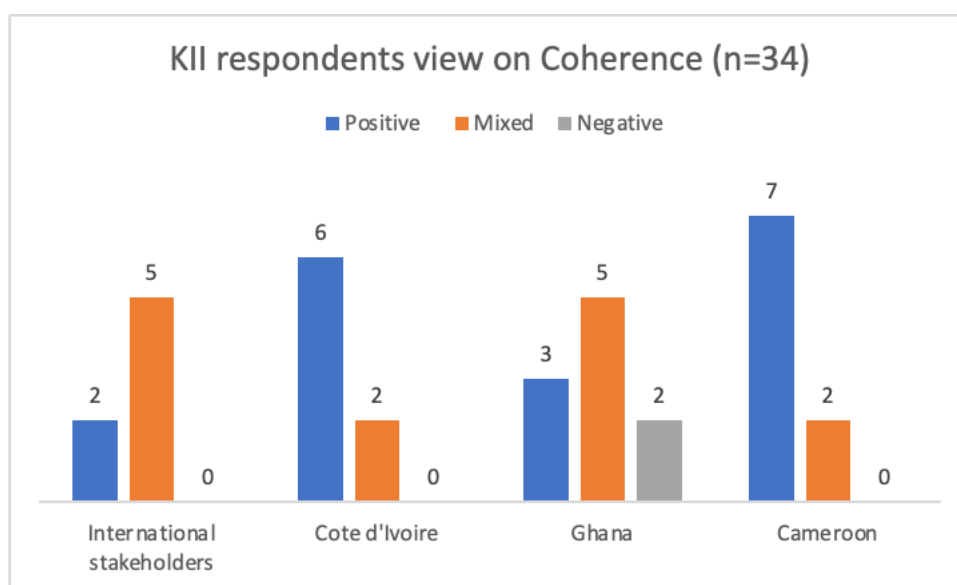


Figure 6. Perception of the coherence of the platforms

Quotes on coherence – international stakeholders

“CFI is a little isolated from other sectors and processes in palm oil and cattle sectors. Pay more attention to these best practice accountability mechanisms. Connect holistically, not just by the companies.”

External stakeholder

“The ISCOs need to get married to the CFIs.”

External stakeholder

“Changing the business as usual of stakeholders is at the heart of what IDH does as a convener.”

IDH staff

“There is a challenge with the EU regulations (deforestation + Due diligence directive), which partly overlaps the platforms’ work. There is a missed opportunity of creating synergies together, but there is still room for it.”

IDH staff

Findings on coherence for Côte d’Ivoire: Moderately satisfactory

The platform's approach is to promote joint, consensual solutions for effective approaches to forest protection policy and land-use planning. This approach is consistent because the challenges facing the cocoa sector cannot be addressed by individual players. There is a need for coordination of the responses to be given to these different challenges between several players, which is what the platform is trying to do.

CFI maintains the dialogue and accompanies the government in the various reflections so that the platform is taken into account in the national policies and strategy. As a result, CFI has been included as an essential component of the Côte d'Ivoire government's Preservation, Rehabilitation and Extension Strategy. One of the CFI's commitments is to promote agroforestry. In this respect, the CFI is consistent with and complementary to REDD+, the ARS 1000 and the national sustainable cocoa strategy (SNCD).

Some respondents stated that CFI sometimes lacks sufficient visibility on certain programmes and investments to be able to guarantee complementarity and avoid duplication. According to IDH, CFI is represented by the MINEF coordinator in all programs and initiatives related to CFI, and its activities are captured as part of the reporting on the overall forest strategy for Côte d'Ivoire. In conclusion, it seems there is room to improve the visibility of CFI's work and complementarity.

Quotes on coherence – Côte d’Ivoire

“From the outset, the European Union took care to include all CFI stakeholders in the "EU Cocoa Talk", the inclusive discussion process set up to inform the drafting of new regulations on deforestation and child labor.”

Industry stakeholder

“The role of thematic groups left much to be desired. There's no longer anything to bring these thematic groups together and make them work. There was a weakness, particularly in terms of the employment and motivation of these groups. For the second phase of CFI, the question arises as to the relevance of maintaining these thematic groups as they were conceived in the first phase.”

Industry stakeholder

“As far as I'm concerned, these different programs are complementary to the Platform's objectives, even if they sometimes seem to overlap. Indeed, these programs, as much as the Platform, contribute to eliminating deforestation from cocoa farming in Côte d'Ivoire.”

External stakeholder

Findings on coherence for Ghana: Moderately satisfactory

The CFI is designed to be compatible with and complement other existing programs and investments that target the reduction of deforestation in Ghana to prevent duplication of roles,

activities and programs. By adopting a multi stakeholder approach, knowledge sharing and close collaboration among the different actors, it is observed that CFI is able to ensure compatibility of its initiatives with other investments and programs being implemented in Ghana by identified stakeholders and signatories. For example, the platform adopted and utilized the six Climate-Smart Cocoa Hotspot Intervention Areas (HIAs) under the Ghana Cocoa Forest REDD+ Program (GCFRP). Another example is the Forest investment program by the World Bank which tackles issues of deforestation and support for cocoa farmers. COCOBOD also has several programs running concurrently with CFI, such as the Productivity Enhancement Program (PEF). In Ghana the working groups are operational and have links to specific actions and activities like the operating M&E framework.

According to Government agencies, they are collaborating well among themselves and also with CSOs and other stakeholders. For instance, Ghana CFI has managed to achieve governance and coherence aspects such as an alignment with GCFRP, a strong and pro-active role of the cocoa authority, functioning working groups and an M&E framework that is being applied. However, some respondents stated that there is some overlap and duplication of efforts. For example, companies source from the same farmers, and hence they gravitate the same farmers with similar projects and initiatives leading to duplication of efforts. Also, it was noted that communication, stakeholder consultation and implementation could be improved, as it has been flawed from the beginning. Several respondents stated that in some cases, CFI has not succeeded in coordinating the signatories to work together. For instance, there are several separate efforts to implement a satellite-based tracking system, while the objective of CFI was to set up one national system. It should be noted that there are also positive examples of collaboration between signatories such as in Asunafo.

To strengthen coherence, the following can be adjusted:

- Need for further stakeholder engagement and mapping to widen the scope of stakeholders and capture the interest, activities and related programs being implemented to reduce deforestation by cocoa farmers in Ghana.
- Need for a knowledge sharing platform that allows for easy sharing and access to data on what is been done in the sector.
- Strengthening the monitoring, evaluation and reporting standard will enhance the coherence and help reduce duplication of roles and activities. It should be noted that CFI Ghana is the only platform that currently has an M&E framework.
- At the policy level, there would be the need for IDH to engage and look for supporting funds to aid the activities of the Secretariat and implementation of planned activities.

Quotes on coherence – Ghana

“There is a lot of duplication and overlaps and less complementary work. People have to learn how to work in new ways in order to make their work more complementary.”

Industry stakeholder

“The CFI needs to make more (effective) use of the taskforces than what they are currently doing. The taskforces do not feel like they are part of the process because they are only engaged occasionally.”

External stakeholder

“The approach for me does not involve us the CSOs, we largely are approached just to attend meetings. This needs to be changed. There needs to be increased representation of the CSOs and also people on the ground who need to be represented in the CFI.”

External stakeholder

Findings on coherence for Cameroon: Moderately satisfactory

The RDFC platform brings together the sectoral key stakeholder categories, thus it is compatible and complementary to other initiatives. Indeed, the composition of the Secretariat and the thematic groups is made up of stakeholders in charge of defining and implementing national and international strategies in the sector. The RDFC platform is also aligned with national strategies, including National Forest Management plans and strategies, as well as the National Climate-intelligent Agriculture Strategy. It is also coherent with international strategies, such as the European Union's regulation on deforestation. In addition, the composition of the secretariat and the thematic groups is made up of all the key players in charge of defining and implementing national and international strategies in the sectors concerned.

It also constitutes a hub for knowledge sharing and strategic discussions, as well as a space for stakeholders to inform on their initiatives, which limits duplication of efforts and fosters resources pooling. For instance, the green cocoa landscape program supported by IDH in certain production basins is complementary to GIZ ProCISA initiative on organic cocoa farming. Several deforestation-related initiatives are also in place, including REDD+ and certification programs.

As conceived, the coordination of the platform's actions should facilitate the effectiveness of interventions and increase the benefits for target groups. Being the co-facilitator of the RDFC platform in Cameroon, IDH also plays the role of facilitator to ensure that actions and decisions taken are in line with the defined roadmap. The organization is not directly involved in decision-making but acts as a referent for technical advice on specific points of the roadmap.

Quotes on coherence – Cameroon

“It's important to stress that the platform's actions, especially its meetings, are too concentrated in Yaoundé, with an overly administrative and political orientation.”

Industry stakeholder

“It should also be noted that different families of players are represented, i.e. the private sector and all the sectoral administrations, including the research center with civil society. [...] and even certification structures. So that's pretty much the architecture that's given.”

External stakeholder

5.3. Effectiveness

Evaluators rating for Effectiveness: Satisfactory

Rating per country:

Côte d'Ivoire	Moderately satisfactory	Effectiveness was assessed for Cote d'Ivoire at two levels: what has been achieved during the first phase of the program, and what can be expected in terms of effectiveness for the next phase of the program? For many respondents, the focus was more on looking back and less on forward looking part. That is why the assessment of the evaluation team was primarily based on the desk review as well as on the sensemaking session. The desk review and the sensemaking session both led to a rating of moderately satisfactory, based on the results so far, as well as the doubts expressed about the expected effectiveness in the next phase.
Ghana	Satisfactory	Effectiveness was assessed for Ghana at two levels: what has been achieved during the first phase of the program, and what can be expected in terms of effectiveness for the next phase of the program? For many respondents, the focus was more on looking back and less on forward looking part. That is why the assessment of the evaluation team was primarily based on the desk review as well as on the sensemaking session. The desk review and the sensemaking session both led to a rating of satisfactory, based on the results so far, as well as the potential for the platform to yield positive results in the next phase.
Cameroon	Satisfactory	For Cameroon, the focus was solely on the forward looking part, as the platform has just started. Both the desk review as well as the KILs led to a rating of satisfactory because of the positive outlook for the platform to yield results, despite some weaknesses observed.

According to the annual reports of 2021, the following key results were obtained in each of the three key areas of CFI (Côte d'Ivoire and Ghana):¹¹

1. Forest protection and restauration

Côte d'Ivoire:

Public sector results:

- More than 24.6 million trees planted in 2019, 2020 and 2021, i.e. around one tree per inhabitant.
- Operationalisation of the IMAGES tool launched by the CFI for satellite monitoring of forests.
- A total area of 666,081 ha of classified forests under memoranda of understanding with partner companies of CFI (Arrah, Haute-Dodo, Goin-Débé, Rapides-Grah, Cavally, Dassioko, Agbo 2).

Private sector results:

- More than 12,945,000 trees distributed for agroforestry and reforestation since 2018.
- More than 22,000 ha of forest restored in rural areas.
- More than 319,000 farmers made aware of the new forestry code.
- 12,700 farmers benefiting from payments for environmental services since 2018.

Ghana:

- Protected area boundaries of earlier land cover maps distributed for risk assessment by CFI company signatories.
- Progress made on a National Forest Monitoring System Framework, which will form the basis for the development of a satellite monitoring system and monitoring platform.
- Companies continued to implement policies and carry out mapping exercises to ensure they are not sourcing cocoa from national parks, wildlife sanctuaries, and wildlife resource reserves.
- Policy reforms on Tree Tenure and Benefit Sharing are being developed to give farmers 100% ownership of trees they plant as well as compensation for naturally occurring trees registered under their care. CFI signatory Companies are also piloting activities in both land and tree registration, supporting 2,359 farmers with land tenure agreements / documentation and enabling farmers to register trees.
- Since 2018, companies have supported farmers to register 159,359 trees.

2. Sustainable cocoa production and farmer livelihoods

Côte d'Ivoire:

Public sector results:

- 3.5 million forest tree seedlings planted in cocoa orchards in 2021 on a programme of the Conseil du Café-Cacao's programme to plant 60 million trees by 2024.

¹¹ It is important to note that CFI has explicitly chosen a focus on the soft infrastructure, which explains why the results obtained so far are mostly in that area.

- Traceability: Feasibility study for a unified traceability system completed and distributed.
- Unified traceability system design under development.

Private sector results:

- More than 387,200 farmers trained in good farming practices (more cocoa on less land).
- 249,807 farmers trained in climate smart agriculture.
- 193,395 ha of cocoa agroforestry under development.
- More than 114,200 farmers benefiting from financial products and services.
- More than 3,700 village savings and supported, with a total of 99,210 members.
- Traceability: More than 465,400 farms mapped to improve traceability.

Ghana:

- In pursuance of the commitment to promoting investment in long-term productivity of high-quality cocoa in environmentally sustainable manner, a total of 10,945.3 ha of cocoa farms was rehabilitated. About 192,252 farmers also benefitted from hand pollination.
- 1,947 hybrid cocoa seedlings nursery sites established and 7,800,000 hybrid cocoa seedlings supplied to beneficiary farmers.
- To fulfil the agenda to grow 'more cocoa on less land', the average yield of cocoa increased from 450 kg/ha in (2017/2018) to 500 kg/ha (2019/2020). Cocoa agroforestry was also rigorously promoted.
- To promote climate-smart cocoa production, a new climate smart cocoa standard has been drafted.
- Regarding the commitment to promote financial inclusion and innovation to deepened farmers access to working capital, in 2020, companies supported 49,820 individuals to participate in income generating activities (IGAs) and supported 2,615 Village Savings and Loan Associations (VSLA) groups consisting of 61,573 members.
- Financial products and services including credit and savings accounts, various types of insurance and innovative products were provided to 191,962 farmers in Ghana in 2020.
- To improve supply chain mapping, it is important to ensure that all cocoa sourced from Ghana is traceable from farm to first purchasing point. It was reported that traceability has been implemented to the society level and signatory companies are mapping out farms in their direct supply chain. Over the past two years, signatory companies mapped 557,900 farms. The companies achieved 82% traceability in their direct supply chains from the farm to the first purchase point in Ghana.

3. Community Engagement and Social Inclusion

Côte d'Ivoire:

- 74,605 people involved in projects and activities for women empowerment.

Ghana:

- Community consultations and sensitization campaigns were prioritized in cocoa production activities. Since 2018, signatory companies and two high level sensitization campaigns were carried out in Sefwi-Essam and Sefwi-Wiawso convened 1,300 community consultations.
- Six high-level landscape forums have been held at all six CFI priority areas with about 500 high-level landscape stakeholders participating in these forums.

- Trainings, information sharing and consultations focusing on crucial topics like forest policy, law enforcement, forest protection and restoration have also been conducted among about 185,093 farmers.
- In a bid to strengthen community-based structures, 10 Collaborative Resource Management Areas (CREMAs) have been supported with social, economic or technical services.
- Signatory companies have supported 1,298 communities with active forest restoration and protection programmes covering a total of 317,739 hectares under CBNRM.
- Community engagement efforts have also been gender and youth sensitive. About 60,199 women and youth have been trained in various skills including GAPs and 53,492 individuals have also participated in women's empowerment projects and activities. Youth focused projects and activities conducted under NIP (2018-2020) in Ghana has about 3,402 individuals participating.
- As part of the commitment to assess and mitigate the social impacts and risk of proposed land use changes on affected cocoa farmers and their communities, a Grievance Redress Mechanism Framework for affected cocoa farmers and their communities has been developed and disseminated in three Hotspot Intervention Areas. Operational guidelines for Environmental and Social Safeguards covering resettlement and livelihood of affected parties have been drafted with input from stakeholders like the EU Program Landscape Actors Project, Tropenbos Ghana, CFI Safeguards Taskforce and Ministry of Lands and Natural Resources. A Resettlement Policy Framework (RPF) has also been developed under this theme.

Looking back at the first phase of CFI (2017-2021) in Côte d'Ivoire and Ghana, the following can be concluded with regards to the effectiveness of the platforms:

- CFI has enabled public and private actors to come together on the topic of deforestation, leading to increased understanding and collaboration.
- The first phase was mainly focused on creating the enabling environment and setting up the governance structure.
- The partnership has led to a number of valuable outputs, as summarized above. The fact that these are mostly intangible is not surprising, given the fact that CFI has only been in place for a relatively short time. The long term objective of CFI, to address cocoa-related deforestation and forest degradation, cannot realistically be expected to have been achieved already. However, it is noted that reporting is mostly on output or outcome level and not on impact level.
- The satellite-based forest monitoring system is not yet put in place, and there is a need to speed up the process. There are conflicting data on the decline in deforestation, and this lack of clarity on the extent to which cocoa-related deforestation is being put to a halt, according to some stakeholders, puts CFI's the credibility at stake.
- The action plans for the two countries are well designed but the goals were probably too ambitious, so there is a need to be more realistic on what can be achieved.
- It was also found that in Cote d'Ivoire the thematic groups were not functioning properly, so they were replaced by ad-hoc working groups based on needs expressed by the Technical Committee. In Ghana, the working groups continued functioning and several of them are yielding positive impacts.

On the basis of interviews with key stakeholders, it was found that the support provided by the platforms through the joint action plan, secretariat and governance, has led to a limited number of field activities which have led to the outputs as reported above. However, in the evaluators assessment, the implementation has been slower than expected and many stakeholders, both signatories and external stakeholders, have shown their disappointment over the lack of progress

made. It took a long time to set up the governance structure and create the enabling environment for CFI to become operational. Many companies carry out their own activities and programs, which may also contribute to the action plans of CFI. At the same time, it was noted that there is a lack of collective action by all signatories.

The evaluation team looked at the partnership's multi-year action plan's ability to achieve the envisioned results. In all three countries, the action plans are clearly outlining the areas of intervention and there is agreement that the quality of the plans is high. At the same time, there are doubts about effective implementation in the next phase, due to a lack of resources. This is also expected to affect the level of commitment required. At the same time, the action plans clarify roles and responsibilities and are expected to promote more effective collaboration and engagement among the institutions to overcome the implementation challenges.

The evaluation team also looked at to what extent the support provided by the partnership, through the joint action plan, secretariat and governance, is expected to enable effective implementation by the signatories. CFI has enhanced significantly the collaboration among the various stakeholders which provides a good basis for the next phase. The multi-stakeholder approach of CFI is expected to continue facilitating consensus building and adherence to the agreements that have been signed. Also, the integration of independent NGOs into the governance structure to monitor and report on the implementation of the signatories' actions would contribute to the effectiveness of the platforms.

With regards to the monitoring systems of the platforms, it was found that the current M&E systems are focusing on outputs and outcomes, and not on impact. Some targets are still to be defined (especially impact-level). Also, attribution of results is difficult to link to the platforms. The M&E system needs to be reviewed to be more impact-level focused, especially in Côte d'Ivoire and Cameroon.

The evaluation team was asked to provide recommendations on the design of the end evaluation in 2025. While it is beyond the scope of this evaluation to determine the specific Terms of Reference, some essential elements include the following: it should focus on the implementation modalities, funding modalities, roles and responsibilities of different partners in the platforms, coordination and partnership arrangements, institutional strengthening, farmers, women and youth participation, and replication and sustainability of the programme. The evaluation should include a review of the project design and assumptions made at the beginning of the process. It should also assess the extent to which the project results have been achieved, partnerships established, capacities built. Finally, it should assess whether the project implementation strategy has been efficient and effective, especially in terms of tackling deforestation, and recommend areas for improvement and learning. The focus needs to be on the convening role of IDH and other partners, such as WCF.

Evidence found during the evaluation shows that there are very divergent views on effectiveness. From international stakeholders, many respondents stated that they have mixed views on the effectiveness of the platforms, some respondents are negative, while no respondents are actually positive about it. On the other hand, in the three countries, the views are evenly spread between positive and mixed views.

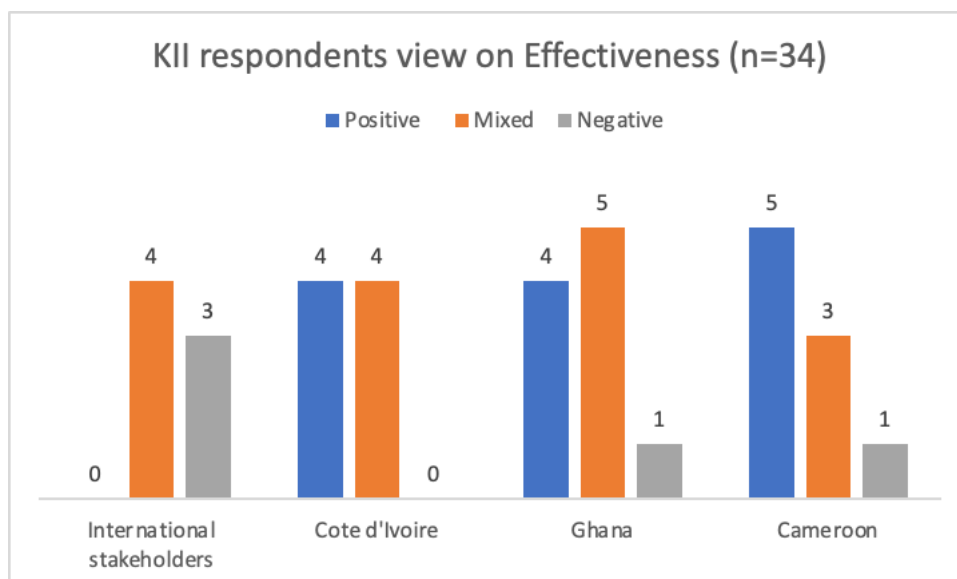


Figure 9. Perception of the effectiveness of the platforms

Quotes on effectiveness – international stakeholders

“The main results are the ones that are less tangible. We had high ambitions to set up a national level traceability system. This is going too slow, you need to include other issues as well like child labour.”

Industry stakeholder

“The industry is getting tired of asking the same questions to governments. Risk of loss of trust and confidence, people get impatient. Role of secretariat is to move the government. But IDH was maybe scared to affront the government, and also lack of commitment from leadership.”

Industry stakeholder

“The last 3 years, CFI has been very quiet, no ideas coming out. It’s bleeding dry over the years. No real reporting on what people are doing. Data at aggregated level, it looks like green washing and disinformation. “It’s not M&E it’s Marketing””

External stakeholder

“The fact that companies moved from a passive attitude towards directly contributing to forest protection is very positive. Now, government and private sector collaborate in specific protected areas, it has taken a lot of time but we are almost there now. Very soon we will see the impact of it.”

IDH staff

““Patience is a virtue”. It takes a lot longer than you hope and then you plan. Initiative needs long term commitments and financial support. We did not realize how political it was. Need for Political Economy analysis. Other issues e.g. immigration, illegal mining, play a huge role in deforestation as well.”

IDH staff

Findings on effectiveness for Côte d'Ivoire: Moderately satisfactory

The main results of the first phase of the project in Côte d'Ivoire are as follows (in line with the results as reported above):

- In terms of forest protection and restoration, the private sector signatories have initiated forest preservation and restoration programmes (Nestlé's Cavally programme, Cargill's Dassioko classified forest protection and restoration project in collaboration with MINEF, Rainforest Alliance's Beki classified forest restoration and protection programme, Barry Callebaut's AGBO 2 forest restoration project, OLAM is assisting the government with the management of the Rapides Grah and Haute Dodo classified forests).
- In terms of sustainable cocoa production and farmers' livelihoods, the signatories have initiated several training courses on sustainable production for cocoa producers. Thanks to these efforts, farmers are adopting good farming practices and increasing their yields. The signatories have also developed income diversification programmes, supporting communities in setting up additional income-generating activities to support producers' households, which have also helped to increase their income. Agroforestry has also been adopted by all signatories, with many tree distribution and planting programmes.
- In terms of community involvement and social inclusion, the private sector has invested in the development and coaching of young people in rural areas and in the creation of village savings and loan associations (VSLAs). This was a way to effectively address social inclusion.

At the end of the first phase of CFI, the effectiveness of the Thematic Groups was questioned. It was observed that the TGs were relevant at the time of writing the CFI operational plan. But after the operational plan was adopted, the role of these groups left to be desired. There was no longer a reason to bring these thematic groups together and make them work. For the second phase of CFI, it was decided to cancel them, and it was agreed to convene ad hoc technical groups based on needs.

With regards to the platforms' multi-year action plans for Côte d'Ivoire, the following was found. In terms of strengths, the action plans have had the merit of addressing issues that are certainly sensitive, but very important for sustainability, in particular all the issues linked to the deforestation monitoring system, the limits of classified forests, deforestation linked to cocoa farming and cocoa from classified forests, and traceability. There were also weaknesses: CFI is struggling to mobilise the resources needed to effectively implement the CFI action plan. It would have been interesting if the platform had managed to set up a funding mechanism for the joint implementation of action plans. Instead, it was found that each signatory works independently. To correct this flaw, the second phase puts more emphasis on collective action with PPP projects on selected areas.

The evaluation team looked at the partnership's multi-year action plan's ability to achieve the envisioned results. In Côte d'Ivoire, the action plan is clearly outlining the areas of intervention and there is agreement that the quality of the plan is high. At the same time, a majority of respondents expressed doubts about effective implementation in the next phase, due to a lack of resources. On the ground, the coordination unit (at the Ministry of Water and Forests) does not have sufficient human resources (secondment of government officials with no additional remuneration), financial resources (IDH's contribution is mainly for operations) and technical resources (lack of tools). This is expected to jeopardize the implementation of the action plan. It was also noted that some key players, such as the Conseil du Café Cacao (CCC), lack commitment to CFI and are not very active in the field. As signatories to CFI, companies want to honour their commitments, but do not necessarily work in line with the action plan.

The evaluation team also looked at to what extent the support provided by the partnership, through the joint action plan, secretariat and governance, is expected to enable effective implementation by the signatories. In general, as noted in the previous paragraph, it is not certain if the support provided will provide a good basis for effective implementation. It was found that some signatories have far more resources than the government, limiting the effectiveness of CFI as a platform. As a way to improve the effectiveness, it is recommended by the evaluation team to move the coordination committee to the Prime Minister's Office, as the programmes being steered by the Prime Minister's Office are close to CFI's objectives. Due to its cross-cutting nature, the Prime Minister's Office will play a relevant and unifying role. Also, the integration of independent NGOs into the governance structure to monitor and report on the implementation of the signatories' actions would contribute to the effectiveness of the platform.

With regards to the additionality of CFI, it was found that IDH has brought added value to the signatories, by bringing together the different parties in a joint effort to tackle deforestation. As far as the private sector is concerned, CFI has provided the platform that enables individual companies to work on the issues of monitoring deforestation and traceability at a national level. CFI was the springboard that enabled the various players to discuss the need to find concerted solutions to forest monitoring. Thanks to CFI's actions, the private sector signatories are now involved in the government's national strategy for preserving, rehabilitating and extending forests. CFI, with IDH as convener, has therefore enabled the private sector to contribute to forest rehabilitation.

In the CFI governance system, monitoring was the responsibility of REDD+. In the action plan, monitoring and evaluation activities were described and the Monitoring and Evaluation Working Group carried out activities (production of the monitoring and evaluation manual). However, the monitoring and evaluation of the platform has not been effectively implemented. To improve the monitoring system, the platform will need to mobilise financial resources to enable it to operationalise and strengthen the implementation of the monitoring and evaluation manual that was already developed.

Quotes on effectiveness – Côte d'Ivoire

"The platform has not implemented activities that have led to concrete results in the field. However, platform signatories have undertaken individual activities that have been capitalized on at the platform level."

Government stakeholder

"The main achievement of the platform is that it has succeeded in uniting all stakeholders around the thorny issue of deforestation caused by cocoa farming in Côte d'Ivoire. The existence of the platform means that there is a real awareness of the need to jointly address the challenge of reforestation."

Government stakeholder

"The platform gave us a framework and direction for the work we were already doing. It also brought in other elements that we weren't taking into account. It was thanks to the platform that our company and other signatories knew that it was possible to restore and rehabilitate classified forests."

Industry stakeholder

Findings on effectiveness for Ghana: Satisfactory

The key results from the first phase largely related developed “soft infrastructure”, i.e. creation of systems, plans and institutionalization of collaboration between the various stakeholders within the sector. This includes the development of the implementation plan, establishment of the governance structure and setting up the Secretariat. Another result is the high commitment of signatory companies to work collaboratively to reduce deforestation and improve livelihoods in the sector.

Significant progress has been made with the setting up of a National Traceability System, with a mapping complete of all farms covered. The system is yet to go live, and there is an urgent need to speed up this process. Some CSOs have criticized CFI to be weak on effectively monitoring deforestation, and that deforestation might actually have increased since the start of the partnership. In terms of tangible results (i.e. improved forest cover) most of the stakeholders agreed that the time frame was too short to harvest such outcomes. Moreover, it’s difficult to attribute a change in deforestation rates to CFI given that other initiatives with similar goals have been rolled out in the country.

Based on the field interviews as well as the desk review, the following lessons have been learned from the first phase:

- Allowing the Ministry to host the Secretariat is a good way to create ownership of the process.
- Poor resourcing of secretariat renders it less effective; even though there are 4 Ministry staff working on CFI (funded by IDH and WCF), they have other positions too which limits their ability to focus on the partnership’s work.
- CFI has enhanced significantly the collaboration among the various stakeholders: a lot of diplomacy and relationship building was required, especially between the private sector and government institutions.
- Monitoring and evaluating the outputs and outcomes of CFI initiatives needed to be strengthened to ensure validity of data.
- Augmenting the funding of its activities is critical for more effective implementation and monitoring.
- The political economy of the cocoa sector makes it complex and has many institutions.
- Land and Tree rights are critical elements to sustained afforestation in the sector.

The main strengths of the National Implementation Plan of the first phase are as follows:

- It was designed to align with existing initiatives, programs and projects.
- The plan synchronized and synergized activities and effort of the various stakeholders.
- The activities were well thought-out and reflected the various pillars of the initiative. It thus did promote community sensitization.
- The M&E component of the plan enabled CFI to generate data and monitor progress.

The main weaknesses are as follows:

- The main weakness of the first action plan was the absence of costing for each of the planned activities.
- The plan also was not clear on how much each stakeholder was to commit to the outlined activities. This made it difficult for signatories to commit funds to the plan.
- The action plan had no specific or dedicated funding source to ensure the execution of the plan – this meant that no specific activities could be carried out under CFI but it was mostly individual signatories who carried out activities.
- The action plan failed to take into consideration the level of capacity of the various stakeholders.
- There are no systems to ensure that signatories and other actors in the cocoa sector follow the requirements or commitments of CFI.

The evaluation team looked at the partnership's multi-year action plan's ability to achieve the envisioned results. The technical support and capacity building initiatives implemented by IDH during the first phase are expected to bear fruit in the second phase, and will lead to more effective implementation by the signatories. At the same time, the lack of direct funding for implementation of the outlined activities is expected to affect the level of commitment required. The action plan clarifies roles and responsibilities and is expected to promote more effective collaboration and engagement among the institutions to overcome the implementation challenges.

The evaluation team also looked at to what extent the support provided by the partnership, through the joint action plan, secretariat and governance, is expected to enable effective implementation by the signatories. The governance structure is well designed and the fact that the Ministry of Lands and Natural Resources is hosting the Secretariat is a good way to create ownership of the process. CFI has enhanced significantly the collaboration among the various stakeholders which provides a good basis for the next phase. The multi-stakeholder approach of CFI is expected to continue facilitating consensus building and adherence to the agreements that have been signed. For instance, companies have agreed not to source from protected areas or forest reserves, which is expected to be continued in the next phase. The companies/signatories are committed and are working collaboratively to reduce deforestation, improve livelihoods and child labour in the sector. This level of commitment is likely to provide some measurable figures during the second phase.

The action plans have an established results framework that guides and points out the various targets and indicators to be met by the signatories and stakeholders of CFI. Hence, each of the signatories are expected to report on the stated indicators annually. To ensure this there is an agreed period for data collection and an established validation system/task force that ensures that reported data are relevant and reliable.

With regards to the monitoring systems, it was found that although the system is not very robust yet, the current checks and balances are functional and effective. The use of third parties that are already collecting similar data under the REDD+ secretariat to lead the data collection process for the CFI. It should be noted that Ghana has a well established M&E framework, but based on the interviews, it appeared that not everyone is familiar with this.

Quotes on effectiveness – Ghana

“CFI has brought together all players in the cocoa sector to collaborate towards dealing with the environmental issues in the sector. CFI has come as a game changer. It has enabled us to have a platform for us to deal with environmental issues with the government.”

Industry stakeholder

“One key achievement of the CFI is the fact that it was able to bring together several stakeholders in the sector to work towards the goals as opposed to working in isolation. This has reduced conflicts among the actors.”

Government stakeholder

“IDH/CFI needs to improve their relationship with the major implementing agencies beyond annually collecting data and reporting on it. The annual ritual of just collecting data from them and reporting is not the best.”

External stakeholder

“Working with different stakeholders can be a challenge given their varied interest. For example, the private sector takes profits as their bottom line and the public sector is securing the interest of the people by ensuring that the private sector doesn't not take advantage of the farmers. So these are people who actually are suspicious of each other. As conveners it wasn't easy making them to sit down and talk together and come to a solution.”

IDH staff

Findings on effectiveness for Cameroon: Moderately satisfactory

The multi-year roadmap is designed to achieve various results in terms of structuring, increasing productivity, improving selling prices, motivating stakeholders – especially producers –, and above all meeting international sustainability requirements. However, the RDFC platform being just launched, it is not yet possible to assess its effectiveness. While the signing of the Roadmap can be seen as an important outcome, there are no impacts to be observed yet.

The Cameroon action plan was designed by the stakeholders themselves. The joint decision to create the RDFC platform is a major force in legitimizing the action plan over the long term. The financing of the action plan is one of the main strengths in the case of Cameroon, as the government has allocated a budget corresponding to 0.05 FCFA per kilogram of cocoa sold to implement convene the platform and facilitate committee and working group meetings. As conceived, it is still difficult to identify any major weaknesses in Cameroon's action plan. Its gradual implementation may reveal weaknesses. The absence of agricultural financing structures within the RDFC platform could be a limitation. Furthermore, as the platform is called upon to diversify its sources of funding, there may be a conflict of interest with certain signatory institutions, and this may constitute a bottleneck to the success of the RDFC platform in the long term.

Each signatory wants to comply with international sustainability requirements. According to the stakeholders, particularly the companies, the RDFC platform enables them to comply with the requirements of international trade in the European area, the deadline for which is set up for 2025. IDH is seen by stakeholders as the institution that has worked to enable the platform to become effective. Although IDH is recognized as the main instigator of the RDFC platform, a majority of stakeholders believe that the platform can now evolve without IDH. However, coaching is still needed to ensure an effective transition.

The evaluation team looked at the partnership's multi-year action plan's ability to achieve the envisioned results. It was noted by all stakeholders that the action plan is clear and well designed. One of its strengths is that it provides for the international positioning of Cameroon. One strength is the fact that Cameroon has become a country observer member of the CFI in Côte d'Ivoire and Ghana. It is also envisaged that relations with WCF will be strengthened which will make the industry involved in a more structured way. Also, the fact that the Ministry has made funds available for the operation of the platform is a positive sign of strong government commitment. The current roadmap is well geared towards sustainability, with a financial levy of 5FCA per kg of cocoa produced. Financing of other activities will be done directly by platform stakeholders, with the support donors (GIZ, ICRAF/CIFOR, TELCAR/CARGILL). As one respondent noted during the sensemaking session, “Our success depends on each stakeholder honouring their commitments”.

The evaluation team also looked at to what extent the support provided by the partnership, through the joint action plan, secretariat and governance, is expected to enable effective implementation by the signatories. In general, it is expected that implementation will be effective because of the following factors:

- As a precondition for signatories, it was agreed that there needs to be compliance with technical and financial commitments.
- The strong mobilisation of signatories observed in the working groups.
- Logistical difficulties have been resolved by rotating meetings between Yaoundé and Douala.
- An exit strategy for IDH as the key convener has been drawn up, but at the same time stakeholders feel that IDH should remain part of the platform as facilitator and coordinator.

Some weaknesses of the current setup that could be improved are the fact that there is currently no physical office and no recruitment of staff on behalf of the platform. Also, the Ministry focal points cannot devote enough of their working time to the platform. It is therefore recommended to open a dedicated office for the RDFC secretariat, and to make sure that the coordination team can be full-time devoted to the platform's work.

Quotes on effectiveness – Cameroon

“The fact that the platform operates autonomously, without being overly dependent on the government, is one of its main strengths, and even a guarantee of its sustainability. It should also be noted that the multi-player nature of the platform, and above all the enthusiasm observed among the players, is a strength.”

Government stakeholder

“The existing governance isn't enough, because changes are made as they happen. During implementation, certain key players are always excluded. With the launch, there is currently a problem of consultation between IDH and the other players on the platform. The platform will only be effective if the actions are put into practice. Stakeholder roles must be clearly specified in the roadmap. “

External stakeholder

5.4 Efficiency

Evaluators rating for Efficiency: Moderately satisfactory

Rating per country:

Côte d'Ivoire	Moderately satisfactory	Based on the desk review, the KIIs as well as the sensemaking session, it was concluded that the platform's efficiency is moderately satisfactory. The majority of KIIs provided a mixed view on efficiency with room for improvement, which was confirmed by the desk review.
Ghana	Moderately satisfactory	See above

Cameroon	Satisfactory	For Cameroon, both the desk review as well as the KIIs led to a rating of satisfactory because of the positive assessment of efficiency of the platform, having learned some lessons from CFI.
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The evaluators found that for Côte d'Ivoire and Ghana, efficiency of the platforms was moderately satisfactory, while for Cameroon, efficiency was found to be satisfactory. In Ghana and Côte d'Ivoire, it was found that the platforms' interventions have not always been able to deliver results in a timely way.

It was also found that the resources available to CFI are managed efficiently, because the platforms manage to produce results with the few resources it has. However, one of the weaknesses has been the limited ability to clearly define its own mechanisms for mobilising resources for the platform's actions.

Evidence found during the evaluation shows that the views on efficiency of the program varied considerably.¹² Efficiency was generally understood as the way in which the platform was managed, how resources were distributed and spent in an efficient and timely way. For Côte d'Ivoire, a majority of respondents said that they had mixed views on efficiency of the platform, while many respondents in Ghana said the same. In Cameroon, many respondents said that they were positive about efficiency, while others had mixed or negative views on it.

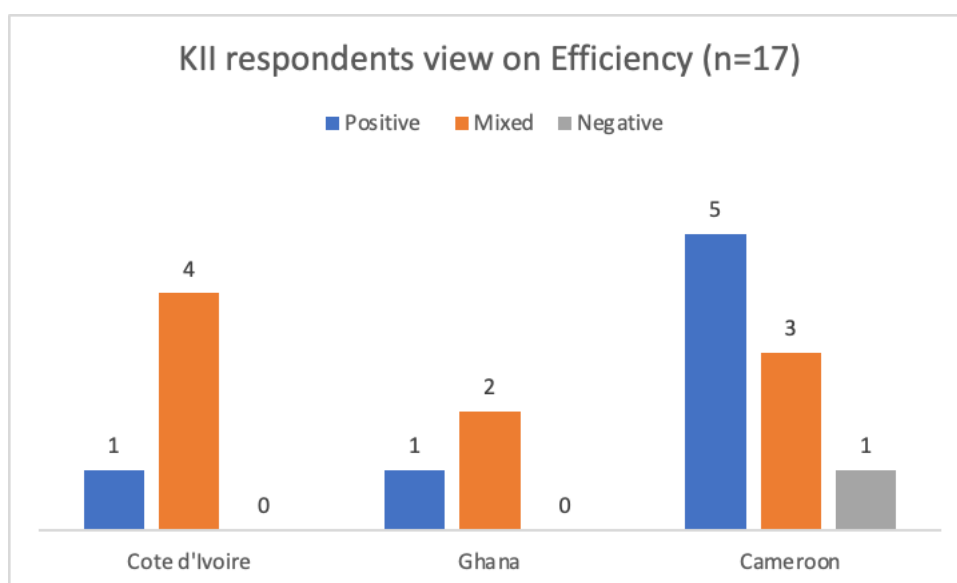


Figure 8. Perception of the efficiency of the platforms

Findings on efficiency for Côte d'Ivoire:

It was found that individually, the signatories manage to deliver results that are fed back into the platform. However, the platform's results could be better if the secretariat and coordination mechanisms had sufficient resources to monitor the implementation of the action plan by all the signatories. The financial and human resources available to CFI were found to be insufficient. Also,

¹² It should be noted that the evaluation questions on efficiency were not posed to the international respondent, but only to the respondents at the national level.

the MINEF unit responsible for coordinating CFI activities lacks human resources. To date, CFI has not been able to clearly define its own mechanism for mobilising resources for its actions.

Findings on efficiency for Ghana:

Beside project funding available to IDH to support its facilitation and convening role, there is no direct funding available for implementing the National implementation plan. Hence, most respondents could not indicate whether CFI funds were used efficiently, since they did not have access to any funding. From the perspective of IDH, CFI resources have been used efficiently. In terms of human resources, the secretariat lacks the resources to employ personnel to run the secretariat efficiently and effectively.

Findings on efficiency for Cameroon:

The RDFC platform has a framework for action, and IDH and ONCC are working together to ensure that it is effectively implemented. Nonetheless, the execution of tasks has been delayed due to overloaded agendas of members, especially of the Secretariat, while the process was also hindered by slow decision making and high levels of bureaucracy. Even if tasks are eventually carried out, some are not done within the time/period initially allotted. The human resources available remain the representatives of the signatory and member institutions. The commitment of each stakeholder depends on the key role played either in the Technical Secretariat or in the thematic working groups.

Two months after the launch, the RDFC platform is still developing tools and strategies for the effective implementation of roadmap actions. There is currently a schedule of activities, which members are endeavouring to adhere to. The system with financial resources from royalties is not yet effective. IDH continues to facilitate this, and each representative takes responsibility for the platform's activities.

At this stage in the implementation of the platform's actions, it is difficult to give an objective assessment of the efficient use of both financial and human resources.

5.5 Sustainability

Evaluators rating for Sustainability: Moderately unsatisfactory

Rating per country:

Côte d'Ivoire	Moderately unsatisfactory	The desk review as well as the majority of the key informant interviews at the national level led to a rating of moderately unsatisfactory for sustainability. This was confirmed during the sensemaking session.
Ghana	Moderately unsatisfactory	See above

Cameroon	Moderately satisfactory	The desk review as well as the majority of the key informant interviews at the national level led to a rating of moderately satisfactory for sustainability. This was confirmed during the sensemaking session. The slightly higher rating compared to the other two countries is mainly due to the auto-financing of the platform through a levy on cocoa produced.
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It was found that sustainability, which can be defined as the long-term ability of the platform to sustain itself and to ensure continued functioning without outside support, was moderately unsatisfactory for all three countries. For CFI, sustainability was generally seen as one of the key challenges, because of the lack of long-term funding for the Secretariats. The continued role of IDH is seen as crucial as a neutral convener. At the same time, IDH needs to step out of its role as a funding partner, and facilitate sustainable funding mechanisms to scale up CFI's work (e.g. investment funds, Development Finance Institutions (DFIs), European Union). A majority of respondents indicated that IDH's role included the initial funding of the platform and fundraising for joint activities. However, this was not fully realised. Potential strategies to ensure sustainability of the platforms beyond 2025 were not found to be very strong in Ghana and Côte d'Ivoire. For the RDFC, sustainability seems better embedded by the creation of a self-sustaining financing mechanism. It should be noted that the funds available will be limited to facilitate the RDFC / Cocoa Platform Committee meetings, and more budget will be needed for field activities. The partners seem to be more willing to take over ownership rather sooner than later. In general, the evaluators found that there is broad consensus to continue the platforms beyond 2025, as it is not expected that the challenges around deforestation and cocoa will be solved in the short term.

As can be seen in Figure 10 below, based on interviews with key respondents, it was found that a majority of respondents (26 out of 34) in the three countries said that they had mixed views on sustainability. For international respondents, many respondents had mixed views, while a few respondents were negative about sustainability. At the same time, support for the continuation of the platforms is high, as was observed above. It can therefore be concluded that there are three things needed to sustain the platforms: strengthen the ownership of the platforms by becoming more inclusive, better embedding the governance within national institutions and ensuring long-term funding mechanisms for continued functioning of the platforms.

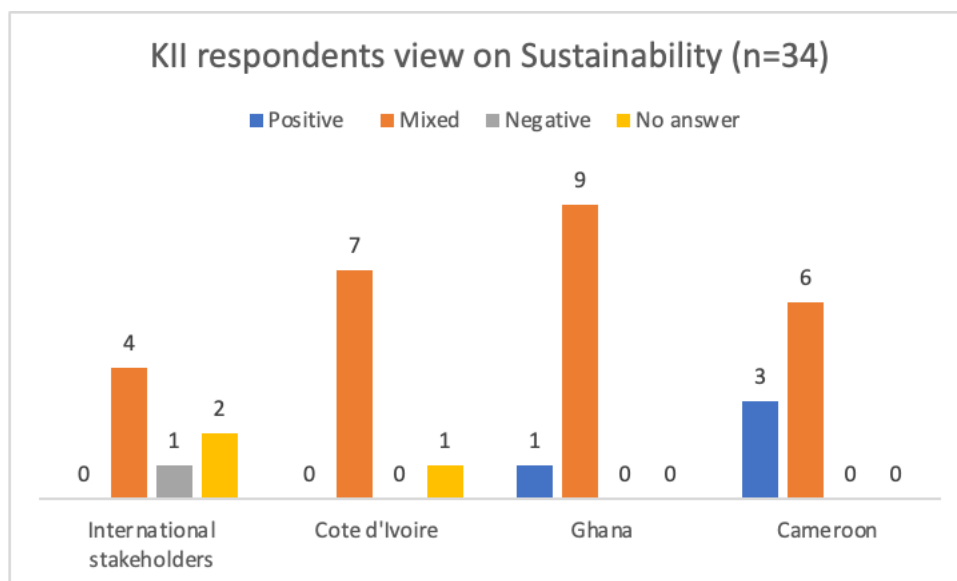


Figure 9. Perception of the sustainability of the platforms

Findings on sustainability for Côte d'Ivoire: Moderately unsatisfactory

While there is broad support for a continuation of the platform, it was found that there is a need for better institutional anchoring by connecting the platform with the discussions underway around sustainable cocoa, and around the new regulations for the European Union. It was seen as important to build the government's capacity to take charge and, above all, guarantee sustainable funding.

In the view of the evaluators, to strengthen sustainability, it is recommended to setup a coordination mechanism for CFI within the Prime Minister's Office to provide a cross-ministerial and cross-cutting task force, with responsibility shared equally between agriculture, forestry and the environment, because the challenges facing the cocoa sector are cross-cutting. The evaluation team recommends to embed CFI within the Sustainable Cocoa Task Force that has been created under the PM office.

Findings on sustainability for Ghana: Moderately unsatisfactory

There is significant commitment from the companies and WCF on the issues of deforestation in the Cocoa sector in Ghana. Also at the governmental level reducing deforestation is high on the agenda. Finding alternative livelihoods for cocoa farmers to augment their incomes and reduce extensification has been implemented by Cocobod and the companies. Setting up a traceability system is seen as a key factor that can improve sustainability within the ecosystem.

To increase ownership of CFI, it was suggested by a majority of respondents that there is a need to expand the platform and sustain gains beyond the national level institutions, by increasing the engagement with local level authorities, traditional chiefs, opinion leaders and district assemblies beyond the national level institutions. It was also found that monitoring and evaluation framework/systems should be more robust and capture relevant data to enable attribution of outputs and outcomes specifically to CFI. This will be critical to incentivizing partners to remain committed to the platform's objectives.

Based on the respondents' inputs, as a potential strategy to ensure sustainability of the platforms beyond 2025, the evaluators recommend to include the gradual shifting and relinquishing by IDH of its role as facilitator and convener to the Ministry of Lands and Natural Resources and the secretariat to take up the active implementation of CFI. In line with this IDH is already working at developing modalities to embed the CFI secretariat into the mainstream function and organisation of the Ministry. According to several respondents, CFI has also worked on improving the procurement practices of private sector signatories, ensuring there is no sourcing from reserved forest areas. Full traceability will enhance this. Stakeholders such as farmers and CSOs need to understand and buy into CFI.

CFI is the foremost initiative that is focused on reducing deforestation associated with cocoa production in Ghana. It was found that 2025 is too short to phase out the platform, so it is important to expand the time horizon beyond 2025. To move towards a responsible transition of IDH's role, IDH must ensure there is collective ownership of CFI. Collective ownership is present within the Secretariat, but it needs to be broadened towards other stakeholders as well who do not feel sufficiently represented.

Findings on sustainability for Cameroon: Moderately unsatisfactory

The establishment of a Sustainable Cocoa Committee in Cameroon in the form of a decree is a factor of sustainability. The decree sets out a percentage fee for its operation. Secondly, the members of the RDFC platform are institutions which in turn designate their physical representatives on the Committee. As long as these institutions remain operational, the platform should continue to exist.

According to IDH and the other stakeholders, the co-facilitation currently provided could enable the platform to be independent in the long term. The stakeholders agreed that IDH should draw up a phasing-out plan, which is one of the actions in the roadmap. In the case of Cameroon, the platform is not divided into phases, but rather into action plans, which will be renewed as actions are implemented and new issues and challenges arise. The signatories also agreed that IDH's withdrawal must be done gradually in order to let the technical secretariat benefit more from their experience in managing such platform. To achieve this, a clear withdrawal plan must be designed and validated by the secretariat.

6. CONCLUSIONS

IDH's role

Evidence from KIIs and in-country sensemaking sessions shows that the role of IDH as a convener is well understood by a majority of respondents. First and foremost, IDH is seen as a facilitator, bridging the public and private organizations acting in the field of cocoa, and allowing space for discussions between actors from different societal sectors. It was found that IDH played a key role in the three platforms on cocoa and deforestation by providing the content, facilitating meetings, setting up the governance structure, and play a convening role behind the scenes to bring different stakeholders around the table.

The following convener roles were considered most appropriate for IDH in its role as convener of CFI and RFDC (in order of importance):

- Connecting role (10 out of the 14 respondents surveyed), specifically when it comes to connecting and mobilizing actors of the platforms.
- Stimulating role (9 out of the 14 respondents surveyed)
- Learning catalyst role (9 out of the 14 respondents surveyed), especially in providing space for mobilization and leading the platforms' processes.
- Mediating role, including the provision of governance tools and coordination structures to craft a shared vision in cocoa sector at national level.
- Infrastructure provision role, especially for initiating the platforms development processes in the countries and providing an initial set of resources as well as coordination and logistics support.

IDH is seen as a facilitator of the platforms' operations, providing initiating, connection and logistics support. Particularly, it is expected to link and moderate interactions between the public sector – whose objective is to comply with its national engagements –, and the private sector – whose objective is to honour its corporate engagements for sustainability –, towards the common goal of tackling deforestation in Côte d'Ivoire, Ghana and Cameroon.

While on the one hand the role of IDH as a convener was appreciated, it was also noted by some respondents that it is difficult to maintain the neutrality of the convener role while at the same time being involved in company partnerships, including actions funding and partnerships with companies. Many of these findings are in line with the literature review on the role of convening, especially in relation to the dilemmas that IDH's convening teams are facing.

In addition, it was noted by many respondents that it is unclear how IDH and WCF relate to each other, and how to perceive its diversified mandates and activities in other programs in the region.

Relevance

Evaluators rating for Relevance: Satisfactory

Overall, the answers provided to the key evaluation questions linked to relevance were positive and the evaluation team considers that the three initiatives are relevant in their context at a satisfactory level. The evaluation found that the design and implementation are generally well aligned with national policies, strategies, and sector plans. It was found that the platforms are focusing on the relevant challenges and strategies in their national and international contexts, with all three platforms being strongly aligned with national policies and programs.

However, in both Ghana and Côte d'Ivoire, several respondents, mainly from CSOs and research organizations, expressed that CSOs and farmer organisations are not sufficiently included in CFI. On the contrary, there were also respondents (primarily companies and government stakeholders) who felt that the platforms are sufficiently inclusive. By allowing more external stakeholders into the governance structure, CFI risks becoming a multistakeholder platform that will not be able to operate efficiently, because the platforms would become too much of a "talk shop" instead of putting responsibility on the shoulders of the actors that can actually change practices on the ground. In the evaluators' view, there should be a limit or a cap on the number of stakeholders that can be directly involved in the governance structure of CFI, to ensure a right balance between inclusiveness and efficiency. Other stakeholders can be involved more indirectly through the field activities. It is important to note that in Cameroon, the process has been more inclusive, based on the lessons learned from CFI. But even in the case of Cameroon, there were some respondents who argued that the platform should be more inclusive, suggesting to add other stakeholders, such as parliamentarians and financial institutions. It is important to find the right balance and ensure that in Cameroon only those stakeholders are involved that are adding value to the process. As for the involvement of women and youth, it was noted by a majority of respondents that women and young people are not sufficiently represented in the platform, although they are involved in the field activities. This leads to the conclusion that there is a need to involve women and youth in a more systematic manner in the governance structure. It was found that at the level of field activities, women and youth are actually well involved.

Coherence

Evaluators rating for Coherence: Moderately satisfactory

With regards to internal coherence, overall, it was found that all three platforms are compatible and complementary to other programs, investments and policies in the three countries, as was already noted under Relevance. There were synergies and interlinkages between the platform's goals and interventions, and other interventions carried out by the governments. One of the challenges is to get all Ministries aligned with each other on the jointly formulated action plans, and to engage effectively with local stakeholders. As also concluded in section 5.1, a more inclusive approach is proposed for Ghana and Côte d'Ivoire, which would lead to improved local stakeholder engagement.

As for external coherence, most respondents indicated that there is a need for more synergies with the EU process around the deforestation regulation, and also a need to build stronger alliance with other CFIs in cocoa production countries, such as Colombia. It was suggested to engage more with the International Sustainable Cocoa Initiatives (ISCOs), and to connect to ethical investors interested in sustainable cocoa production in order to secure long-term investment in sustainable cocoa production. There was also found to be a need to engage with other sectors and have more holistic approach to deforestation. The platforms could be inspired by other efforts being made by the palm oil and cattle industry with regards to No Peat No Deforestation (NPED) policies. This is important with regards to the overall roles and positioning of IDH, whereby global and local convening are seen as complementary. This points to the importance of having a clear vision on the interaction between global and local efforts on tackling deforestation, cutting across different regions, sectors and industries.

It was also found that IDH's role in the platforms and the secretariats aligns with the Sector Governance and by spillover effect, with the Business Practices area of IDH Business Unit Agri-commodities Theory of Change.

Effectiveness

Evaluators rating for Effectiveness: Satisfactory

Effectiveness was assessed for Ghana and Cote d'Ivoire at two levels: what has been achieved during the first phase of the program, and what can be expected in terms of effectiveness for the next phase of the program? For Cameroon, the focus was solely on the forward looking part, as the platform has just started.

With regards to the first phase of CFI (2017-2021) in Côte d'Ivoire and Ghana, according to CFI's annual reports, a number of key results were obtained in each of the three key areas of CFI: 1) Forest protection and restoration, 2) Sustainable cocoa production and farmer livelihoods and 3) Community Engagement and Social Inclusion. Looking back at the first phase of CFI, some of the key conclusions with regards to the effectiveness of the platforms are as follows. CFI has enabled public and private actors to come together on the topic of deforestation, leading to increased understanding and collaboration. It is important to note that the first phase was mainly focused on creating the enabling environment and setting up the governance structure. The traceability and forest monitoring system is not yet put in place, and there is a need to speed up the process. The action plans for the two countries are well designed but the goals were probably too ambitious, so there is a need to be more realistic on what can be achieved.

On the basis of interviews with key stakeholders, it was found that the support provided by the platforms through the joint action plan, secretariat and governance, has led to a limited number of field activities which have led to the outputs as reported above. However, in the evaluators assessment, the implementation has been slower than expected and many stakeholders, both signatories and external stakeholders, have shown their disappointment over the lack of progress made. It took a long time to set up the governance structure and create the enabling environment for CFI to become operational. Many companies carry out their own activities and programs, which may also contribute to the action plans of CFI. At the same time, it was noted that there is a lack of collective action by all signatories.

In all three countries, the action plans are clearly outlining the areas of intervention and there is agreement that the quality of the plans is high. At the same time, there are doubts about effective implementation in the next phase, due to a lack of resources. This is also expected to affect the level of commitment required. At the same time, the action plans clarify roles and responsibilities and are expected to promote more effective collaboration and engagement among the institutions to overcome the implementation challenges. CFI has enhanced significantly the collaboration among the various stakeholders which provides a good basis for the next phase. The multi-stakeholder approach of CFI is expected to continue facilitating consensus building and adherence to the agreements that have been signed. Also, the integration of independent NGOs into the governance structure to monitor and report on the implementation of the signatories' actions would contribute to the effectiveness of the platforms.

With regards to the monitoring systems of the platforms, it was found that the current M&E systems are focusing on outputs and outcomes, and not on impact. Some targets are still to be defined (especially impact-level). Also, attribution of results is difficult to link to the platforms. The M&E system needs to be reviewed to be more impact-level focused, especially in Côte d'Ivoire and Cameroon.

Efficiency

Evaluators rating for Efficiency: Moderately satisfactory

The evaluators found that for Côte d'Ivoire and Ghana, efficiency of the platforms was moderately satisfactory, while for Cameroon, efficiency was found to be satisfactory. In Ghana and Côte d'Ivoire, it was found that the platforms' interventions have not always been able to deliver results in a timely way.

It was also found that the resources available to CFI are managed efficiently, because the platforms manage to produce results with the few resources it has. However, one of the weaknesses has been the limited ability to clearly define its own mechanisms for mobilising resources for the platform's actions.

Sustainability

Evaluators rating for Sustainability: Moderately unsatisfactory

It was found that sustainability, which can be defined as the long-term ability of the platform to sustain itself and to ensure continued functioning without outside support, was moderately unsatisfactory for all three countries. For CFI, sustainability was generally seen as one of the key challenges, because of the lack of long-term funding for the Secretariats. The continued role of IDH is seen as crucial as a neutral convener. At the same time, IDH needs to step out of its role as a funding partner, and facilitate sustainable funding mechanisms to scale up CFI's work (e.g. investment funds, Development Finance Institutions (DFIs), European Union). A majority of respondents indicated that IDH's role included the initial funding of the platform and fundraising for joint activities. However, this was not fully realised. Potential strategies to ensure sustainability of the platforms beyond 2025 were not found to be very strong in Ghana and Côte d'Ivoire. For the RDFC, sustainability seems better embedded by the creation of a self-sustaining financing mechanism. It should be noted that the funds available through the will be limited to facilitate the RDFC / Cocoa Platform Committee meetings, and more budget will be needed for field activities. The partners seem to be more willing to take over ownership rather sooner than later. In general, the evaluators found that there is broad consensus to continue the platforms beyond 2025, as it is not expected that the challenges around deforestation and cocoa will be solved in the short term. While there is broad support for a continuation of the platform, it was found that there is a need for better institutional anchoring by connecting the platform with the discussions underway around sustainable cocoa, and around the new regulations for the European Union.

7. RECOMMENDATIONS

Based on the analysis of the various interviews and the discussion during the sensemaking sessions, the following recommendations have been formulated.

General recommendations

- IDH's role as convener: The role of IDH as a convener was appreciated by a majority of stakeholders, and it is recommended to continue playing this role. While it is deemed important to strengthen the embedding of the platforms at national level and to strengthen the secretariat's capacity and resources, IDH will continue to have value added as a neutral convener. At the same time, it was also noted by some respondents that it is difficult to maintain the neutrality of the convener role while at the same time being involved in company partnerships, including actions funding and partnerships with companies. It is therefore recommended to revisit this double role and make a principled choice on how IDH wants to position itself towards the other stakeholders.
- Strengthening the governance structure to make it more inclusive: It is recommended to review the governance structure of CFI to make CSOs more involved in the governance and implementation of the CFI. Both internal and external stakeholders, including industry, government and CSO stakeholders, called for adjustment towards a more inclusive participation of CSOs and farmer organisations of CFI. Widening the scope of stakeholders would capture and align CFI with the interest of other stakeholders. In the evaluators' view, there should be a limit or a cap on the number of stakeholders that can be directly involved in the governance structure of CFI, to ensure a right balance between inclusiveness and efficiency. Other stakeholders can be involved more indirectly through the field activities. There is also a need to involve women and youth in a more systematic manner in the governance structure, especially at the Technical Secretariat, although at the level of field activities, women and youth are actually well involved. The adjustment should also focus on synergizing the activities, programs and projects running in the three countries. In order to enable effective stakeholder consultation and engagement there needs to be a commitment and provision of resources to local stakeholders to enable effective implementation of the programme. There is also a need to revisit the types of stakeholders included in the platform. The sensemaking session was a good start of such a discussion, as it created a safe space to exchange views and propose adjustments to the platform's governance structure. It is recommended to continue this discussion with a broad range of internal and external stakeholders.
- Strengthen the satellite-based forest monitoring system: It is essential for CFI to show evidence-based results on the level of decline in deforestation in the three countries. Even though the first steps towards such a system have been taken both in Côte d'Ivoire and Ghana, there is a need to strengthen the implementation of a functioning and widely accepted satellite-based forest monitoring system at the national level. While CFI is not leading this process, it is recommended to use its convening power to ensure a robust and effective system.
- Need for a more holistic approach: It is recommended to continue striving for a more holistic approach with a focus on Landscape approach. Important first steps have already been taken in the new phase of CFI, which need to be further strengthened.
- Increased focus on agroforestry: It is also recommended to increase the focus on agroforestry as a solution to deforestation. Although this is already on the agenda, it

is important to be step up efforts in this field, especially by setting up collective projects.

- Incorporate lessons learned from No Deforestation initiatives and policies: It is expected that pressure from consumers and investors will increase to show what companies are doing to halt deforestation. It is recommended to incorporate best practices from other No Deforestation initiatives and policies (e.g. palm oil and cattle sectors), especially on how companies have translated these policies into practical measures that are effectively halting deforestation.
- Improve sustainability of the platforms: To ensure that the three platforms will continue in a self-sustaining way, it is recommended to facilitate sustainable funding mechanisms to scale up the work of CFI and the RFDC (e.g. investment funds, Development Finance Institutions (DFIs), EU)

Recommendations for Côte d'Ivoire

- The platform's coordination team needs to be strengthened by increasing the capacity and resources available for coordination. Some of the members of the current team have other responsibilities within their organisations and do not always have the time to devote fully to coordination of CFI. This specifically concerns MINEF and CCC.
- The landscape approach needs to be improved at CFI level, i.e. activities should not only be carried out in the cocoa sector. It is recommended to go beyond cocoa and include the coffee, cashew, timber, rubber and palm oil sectors in the conversation to really step up the fight against deforestation. There is need for further discussion with these sectors on how to best include these sectors in CFI.
- CFI needs to set up a mechanism for obtaining funding for its activities from traditional or non-traditional donors. Before doing so, CFI needs to carry out a thorough analysis and structured mapping of potential donors.
- In its role as convener, it is recommended that IDH continues playing that role, while at the same time strengthening the embedding and local ownership of the platform. IDH needs to be able to be a neutral facilitator, differentiating between its role as an operator in its other projects and its convening role within CFI.
- To ensure the sustainability of the process, it is important to strengthen CFI's role in all initiatives to combat deforestation (in particular the national Sustainable Cocoa Strategy and European regulations). It is also important to align and mobilise resources within the new European regulatory framework.
- It is important to involve the CCC more as a key player and regulator of the cocoa sector. While they have a representative in the secretariat and attend all CFI meetings, it was found that their engagement could be strengthened. IDH could help in this process by refocusing CCC at the heart of the CFI.
- It is recommended that a funding mobilisation strategy be developed to provide sustainable funding for CFI's coordination, technical and operational activities, in collaboration with IDH and WCF.

Recommendations for Ghana

- It is recommended that IDH and WCF use their advocacy skills to engage with government and state actors to integrate and synchronize new developments within the EU on deforestation, to ensure that CFI continues to play a central role in the discussion on tackling deforestation.

- It is recommended that IDH and WCF develop modalities to strengthen the collaboration and engagement with CSOs in the sector, in order to ensure that actions on the ground are actually tackling deforestation. This may include an increased role in implementation of actions in the National Implementation Plan (NIP). CFI needs to establish dedicated funding to increase the implementation at field level. IDH and WCF should lead the process to identify funding sources for the implementation of the CFI.
- Collaboration between state agencies such as the Forestry Commission, the COCOBOD and the Companies and CSO should be strengthened to enhance effective implementation of CFI and other related national policies.
- It is recommended to strengthen the resourcing of the Ministry of Land and Natural Resources (MLNR) to continue its mandate of providing policy and regulatory direction for the sector without playing a direct implementation role. The Ministry is not an implementing stakeholder, but the recipient of the funds to be distributed.
- It is recommended to keep the Secretariat as it is right now, while strengthening the institutionalization of CFI through dedicated funding to run the Secretariat. CFI should move into direct implementation of specific projects rather than acting as a platform for collaboration and knowledge sharing. It is recommended for IDH to lead this discussion.

Recommendations for Cameroon

- It is recommended to create a specific office for the platform with staff who will be responsible for the day-to-day running of the secretariat. At present, the members of the technical secretariat meet at least 4 times a year. In addition to the statutory meetings, it will be important to have staff responsible, for example, for communication and monitoring the implementation of the roadmap.
- There is a need to accelerate with the government, specifically the Ministry of Trade and the Ministry of Finance, the strategy for paying the fees agreed used as part of the funding of the operation of the platform.
- While the platform is generally seen as highly inclusive, also compared to the Côte d'Ivoire and Ghana platforms, it is recommended to maintain the diversity of stakeholders in decision-making and provide members a reasonable amount of time to participate in meetings.

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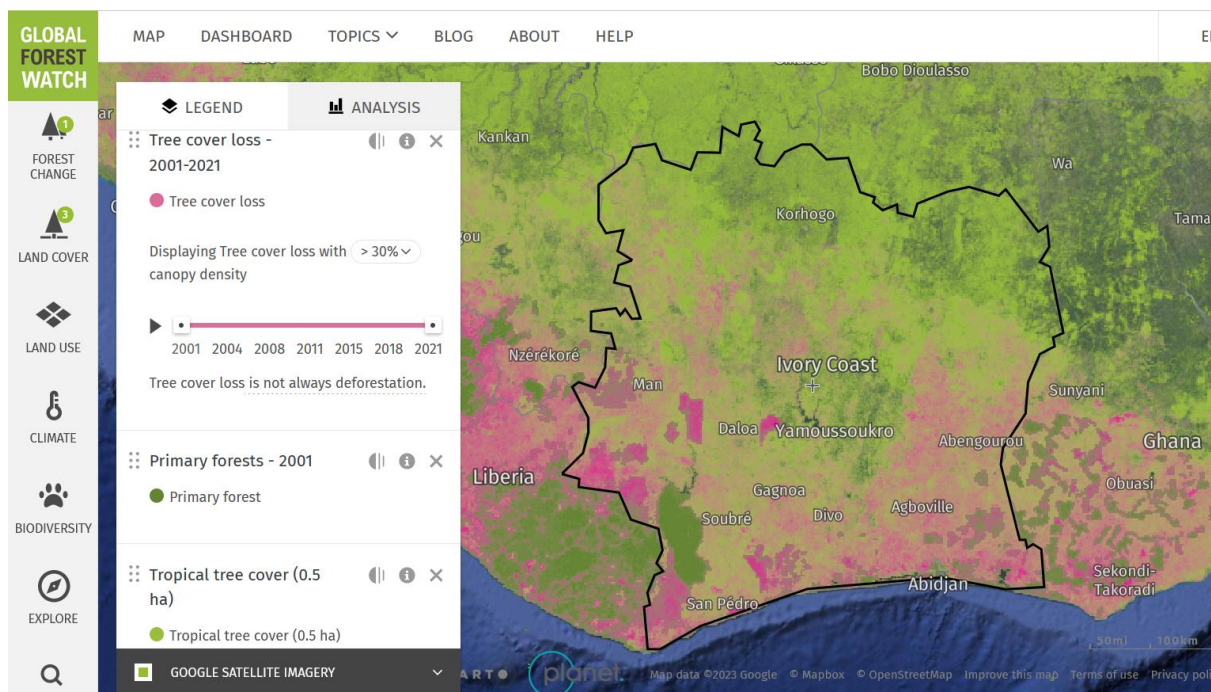
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ANNEXES

ANNEX 1: COUNTRY SUMMARY REPORT, CÔTE D'IVOIRE



According to Global Forest Watch, in 2010, Côte d'Ivoire had 13.9Mha of natural forest, extending over 43% of its land area. In 2021, it lost 182kha of natural forest, equivalent to 108Mt of CO₂ emissions. From 2001 to 2021, Côte d'Ivoire lost 368kha of humid primary forest, making up 11% of its total tree cover loss in the same time period. Total area of humid primary forest in Côte d'Ivoire decreased by 26% in this time period. From 2001 to 2021, Côte d'Ivoire lost 3.46Mha of tree cover, equivalent to a 23% decrease in tree cover since 2000, and 1.71Gt of CO₂e emissions.

INTRODUCTION

Since its independence in 1960, Côte d'Ivoire has become the world's leading cocoa producer, almost quadrupling its harvests from 550,000 tonnes a year in 1980 to more than 2 million tonnes in 2021. Cocoa, or "brown gold", accounts for around 14% of GDP, contributes more than a third of export earnings and finances 10% of government revenue. Not to mention that cocoa farming employs more than 1 million small farmers, mainly in the southern half of the country, and is therefore the main source of income for around 5-6 million people, or one-fifth of the country's population. The cocoa industry is also a major source of indirect employment throughout the marketing and processing chain between the plantations and the ports of Abidjan and San Pedro where the product is exported (World Bank, 2019).

Despite its importance to the country's economy, the cocoa sector faces a number of deep-rooted and interrelated challenges. These include old trees, pests and diseases, which reduce tree productivity; low profits and incomes for farmers and workers; persistent poor working conditions; the use of child and forced labour; negative environmental impacts, such as deforestation, soil degradation and soil and water pollution, etc.

Having realised that the sector challenges listed above cannot be addressed jointly, the governments of Côte d'Ivoire and Ghana, and 35 major cocoa and chocolate companies, representing 85% of the global cocoa trade, after consultations launched the Cocoa and Forests Initiative (CFI) in 2017. The initiative is facilitated by IDH.

The overall objective of the Cocoa and Forests Initiative is to contribute to halting deforestation and forest degradation in the cocoa supply chain. It is organised around three workstreams or themes: (i) Forest protection and restoration, (ii) Sustainable production and sources of income for producers and (iii) Community participation and social inclusion.

After the first phase (2017-2021) of operation, IDH has launched an ex-ante evaluation study of the Cocoa & Forests Initiatives in Côte d'Ivoire and Ghana, and the Roadmap for Deforestation-Free Cocoa in Cameroon. The aim of this evaluation is to understand the current state of the partnerships and to assess the rationale for action in 2022-2025.

The evaluation will be guided by OECD-DAC evaluation standards, and will be based on the criteria of Relevance, Coherence, Effectiveness, Efficiency and Sustainability, using interview guides with key ICF stakeholders.

In Côte d'Ivoire, interviews were conducted with 9 stakeholders, including 4 from the Technical Secretariat (including IDH), 2 signatories from the private sector, 1 from the public sector and 2 external stakeholders. This document presents the main findings of these interviews.

Relevance

2.1.1. Are the platforms focusing on the relevant challenges and strategies in their national and international contexts?

As mentioned above, the main challenges facing the cocoa sector in Côte d'Ivoire are environmental, economic and social. The Cocoa and Forest Initiative (CIF) focuses on all these major challenges and tries to address them.

The ICF brings together the private sector (35 companies in the cocoa and chocolate industry) and the governments of Côte d'Ivoire and Ghana to reduce deforestation in the cocoa supply chain and to preserve and rehabilitate forests (environmental challenges). The ICF also addresses the issues of sustainable cocoa production, improving farmers' incomes (economic challenges) and social and community inclusion (social challenges).

The ICF is in line with the Côte d'Ivoire government's Preservation, Rehabilitation and Extension Strategy. It is an essential component of this strategy.

2.1.1.1. What are the challenges and needs?

A summary of the various interviews shows that the main ones in the cocoa sector are as follows:

- Environmental challenges: adverse effects of climate change and deforestation caused by cocoa farming, forest restoration ;
- Economic challenges: Cocoa farmers' incomes are fairly low, making it impossible for them to live decently;
- Social challenges: reducing the existence of child labour and forced labour on cocoa plantations, and above all gender mainstreaming.

- Challenges to the sustainability of the sector: traceability of cocoa, improving access to land, rejuvenating orchards, combating cocoa diseases and pests (swollen shoot), etc.

In terms of needs, it is important to mention that none of the challenges listed can be addressed by individual players. There is a need for coordination between the government, the private cocoa sector and other sectors in the responses to be given to these various challenges.

2.1.1.2. What are the related national and regional strategies?

At national level, there are :

- The Forest Preservation, Rehabilitation and Extension Policy adopted in 2018 and the resulting National Forest Preservation, Rehabilitation and Extension Strategy (SPREF) adopted in 2019 aim to help improve Côte d'Ivoire's forest cover from 11% in 2015 to at least 20% by 2045.
- Côte d'Ivoire to draw up a National Sustainable Cocoa Strategy (SNCD 2030) as part of the EU process for sustainable cocoa production.
- The National Strategy for the Preservation, Rehabilitation and Extension of Forests and the Reduction of Greenhouse Gases from Deforestation and Forest Degradation (REDD+).

At regional level, we can mention :

- The Voluntary Partnership Agreement with the European Union on the marketing of legal timber to be placed on the European market since 2012
- The Côte d'Ivoire-Ghana cocoa initiative essentially aims to improve the producer price through the effective payment of the decent income differential, a premium of 400 US dollars (200,000 FCFA) per tonne paid directly to the producer.
- Adoption of the ARS 1000 series African Standard for Sustainable Cocoa in the cocoa sector. Preliminary studies are underway to prepare for the launch of the pilot phase of the implementation of the ARS 1000 Standard.

2.1.1.3. What should be adjusted (if applicable)?

According to the players interviewed, the following adjustments need to be made to the platform:

- The platform needs to place more emphasis on cocoa quality. Unfortunately, this concern is not shared by all players.
- Strengthen the platform's coordination team by setting up a team specifically dedicated to coordination. The members of the current team hold positions in other organisations. They do not always have the time to devote fully to coordination.
- We need to improve the landscape approach to the problem of deforestation, i.e. activities should not be carried out solely at industry level, but rather all stakeholders beyond cocoa, rubber, palm, cashew, etc. should really be able to work together with communities and local authorities to really step up the fight against deforestation.
- At ICF level, we will already have to adjust the proactivity of the stakeholders so that they can contribute fully to the mobilisation of financial resources to implement or operationalise the action plan.

- It was found that the thematic groups were not functioning properly. They need to be restructured or given new missions.

2.1.2. Are the right stakeholders involved in the platforms?

The main players in the training scheme are the Côte d'Ivoire government and 35 chocolate and cocoa companies. Development partners, research bodies, environmental organisations and civil society are also involved in its implementation. However, it would be appropriate to involve cocoa producers in the platform.

2.1.2.1. Which stakeholders are involved?

The main signatories are the government of Côte d'Ivoire and 35 chocolate and cocoa companies. However, development partners, research bodies, environmental organisations, civil society and rural communities are also involved in its implementation. The platform is facilitated by IDH.

2.1.2.2. What are their roles?

The government: Create a framework conducive to the implementation of the ICF (definition of the rules of the game). Ensure that actions undertaken within the platform comply with the rules of the game (policies and strategies in force in Côte d'Ivoire).

The private sector: The private sector is accountable for the 8 commitments made at ICF level. The role of the private sector is to implement the GSI commitments. WCF, which represents the private sector, works to this end by channelling the actions and planning of signatory companies so that their environmental and forest protection planning complies with the ICF's objectives and commitments. WCF also plays a leadership role in mobilising resources.

IDH : ICF Facilitator

Other stakeholders: development partners, research bodies, environmental organisations, civil society and rural communities are involved in its implementation.

2.1.2.3. Are their roles clear and in line with their capacities?

When the platform was set up, it was not always clear what the roles of the players in the platform were, or what was expected of them. However, with time and dialogue, it has been possible to clarify the roles and responsibilities of all concerned. However, the situation is rather mixed when it comes to the conformity of the roles with the capacities of the players.

2.1.3. Are the right partners involved in the platforms' secretariat?

The main signatories of the GSI are the government and the private sector. The IDH plays the role of facilitator of the GSI. These main players are involved in the secretariat. The government with MINEF and CCC, the private sector with WCF and IDH as GSI facilitator.

2.1.3.1. Which partners are involved?

The partners who make up the platform secretariat are :

- MINEF
- IDH
- The CCC

- WCF

2.1.3.2. What are their roles?

The Technical Secretariat is responsible for preparing and organising meetings of the Steering Committee and the Technical Committee, assisting the signatories in preparing and implementing the Action Plan, coordinating fund-raising activities for the Action Plan, drawing up progress reports on activities, assisting the Thematic Groups in their operations and monitoring their work, coordinating, through administrative support, the carrying out of studies in collaboration with the Thematic Groups, ensuring the sharing of information with all stakeholders in the Cocoa and Forests Initiative, mobilising funding for the operational running (governance, communication and monitoring-evaluation) of the ICF.

IDH is facilitating the GSI. As facilitator, IDH's role is to co-federate signatories for policy dialogue, identify common investment needs, ensure transparent communication and strengthen the accountability of platform partners. IDH also supports the Platform Secretariats in monitoring, coordinating and facilitating their operations.

2.1.3.3. Are their roles clear and in line with their capacities?

The roles of the players in the secretariat are clear and in line with their capacity

2.1.4. Are the platforms sufficiently inclusive?

In terms of stakeholder representation, the ICF is not sufficiently inclusive. Farmers' representatives, local communities and local authorities are not involved in the platform. However, farmers' representatives, local communities, local authorities and national and international NGOs are involved in implementing the ICF's commitments.

2.1.4.1. Are farmer representatives, local communities and local authorities included in a meaningful way?

Farmers' representatives, local communities and local authorities are not involved in the platform. However, the NGO OI-REN is present as an observer. However, farmers' representatives, local communities, local authorities and national and international NGOs are involved in implementing the ICF's commitments.

2.1.4.2. Are women and youth included in a meaningful way?

Women and young people are not directly involved in the platform's operations. However, the actions carried out by ICF in the field do take account of this type of population.

2.1.4.3. Do the platforms meet the needs of these target groups?

As part of the implementation of the ICF's commitments, the private sector is carrying out actions in favour of and/or involving children and young people through school construction programmes, the distribution of school kits and substitute judgements, job creation in terms of setting up groups (GSC Groupement de Soutien Communautaire) and promoting youth employment in these communities.

The private sector also supports women through the creation of village savings and loan associations (VSLAs), which are now a powerful lever for financial inclusion and empowerment of women.

2.1.4.4.If yes, how? If no, why not?

As part of the ICF, the signatories have made commitments in terms of rural community participation and social inclusion.

Coherence

2.2.1. To what extent are the platforms compatible and complementary to other programs, investments, and policies in the relevant country?

The founding principle of the ICF is not to create duplication, nor to run counter to national and regional policies. The ICF tries to fit into this logic.

2.2.1.1.If yes, to what extent do the platforms add value while avoiding duplication of effort?

The ICF maintains the dialogue and accompanies the government in the various reflections so that the platform is taken into account in the national policies and strategy. This is how the ICF came to be included as an essential component of the Côte d'Ivoire government's Preservation, Rehabilitation and Extension Strategy. It is an essential component. Furthermore, the operationalisation of one of the ICF's commitments is the promotion of agroforestry. In this respect, the ICF is consistent with and complementary to REDD+, the ARS 1000 and the national sustainable cocoa strategy (SNCD). One of the commitments made by the ICF is to provide Côte d'Ivoire with a national satellite monitoring system for changes in forest cover, with an early warning system. This is in line with the SNCD and the new European regulation.

The ICF also ensures that the signatories' action plans take account of the ICF's commitments and global action plan. IDH is also trying to push a little harder for the ICF coordination team to be strong enough to be able to create the link with the ICF and these various programmes.

2.2.1.2.If not, what was the reason for this?

The ICF sometimes does not have sufficient visibility of certain programmes and investments to be able to guarantee complementarity and avoid duplication. To some extent, it is also the role of the government to ensure this coordination and complementarity.

2.2.1.3.To what extent are the approaches of the platforms coherent?

The platform's approach is to promote joint, consensual solutions for effective approaches to forest protection policy and land-use planning.

2.2.1.4.If yes, please explain why.

This approach is consistent because the challenges facing the cocoa sector cannot be addressed by individual players. There is a need for coordination of the responses to be given to these different challenges between several players. This is what the platform is trying to do.

2.2.1.5.What can IDH do to strengthen the coherence?

IDH is already strengthening this coherence by facilitating ongoing exchanges between the platform's stakeholders and by providing support to the ICF coordination team so that it is strong enough to be able to create the link with the ICF and these various other players and programmes.

2.2.2. How does IDH's role in the platforms and the secretariats fit with IDH Theory of Change and the Theory of Change of the IDH Business Unit Agri-Commodities?

IDH's theory of change is as follows: "As global challenges do not exist in isolation but as part of a complex, dynamic and interconnected system, it is not possible for businesses, governments, civil society organisations or any other actor to conquer the enormous task by working alone. A wide range of actors with different perspectives, different areas of expertise and different spheres of influence must come together to transform markets and bring about systemic change. In this environment, the IDH is building broad alliances to catalyse positive change".

Does the IDH's role in the ICF and the secretariat fit in with the theory of change when it positions itself as a facilitator and provides support to the ICF coordination team so that it is strong enough to be able to create the link with the ICF and these various other players and programmes?

2.2.2.1. Which elements of IDH's role in the platforms and secretariats fit well with the IDH's Theory of Change?

When IDH works to facilitate ongoing exchanges between the stakeholders (government, private sector signatories, technical and financial partners) of the platform and by providing support to the ICF coordination team so that it is strong enough to be able to create the link with the ICF and these various other actors and programmes, it fits in well with its theory of change.

2.2.2.2. Which elements do not fit well?

IDH is owned by commodity traders. As a result, it is not totally neutral and free in its decision-making.

2.2.3. To what extent are the platforms coherent with IDH's gender strategy?

In its gender strategy, IDH argues that women are essential to driving growth and sustainability.

2.2.3.1. Please explain why or why not.

In its gender strategy, IDH argues that women are key to driving growth and sustainability. The ICF is not consistent with this IDH gender strategy because women are not the target of the platform. However in the implementation of the ICF action plan, programmes are built in favour of women.

2.2.3.2. What are opportunities for better integration of gender in the platforms?

IDH could lobby the platform's stakeholders to ensure that gender aspects are clearly included in the ICF's action plan.

Effectiveness

2.3.1. What lessons from the first phase of CFI (2017-2021) are relevant for the implementation of CFI phase two (2022-2025) and the Roadmap in Cameroon?

2.3.1.1. What are the main results from the first phase of CFI?

The main results of the first phase of the project are as follows:

- In terms of forest protection and restoration, the signatories have initiated forest preservation and restoration programmes (Nestlé's Cavally programme, Cargill's Dassioko classified forest protection and restoration project in collaboration with MINEF, RAINFOREST ALLIANCE's Beki classified forest restoration and protection programme, Barry Callebaut's AGBO

2 forest restoration project, OLAM is assisting the government with the management of the Rapides Grah and Haute Dodo classified forests.

- In terms of sustainable cocoa production and farmers' livelihoods, the signatories have initiated several training courses on sustainable production for cocoa producers. Thanks to these efforts, farmers are adopting good farming practices and increasing their yields. The signatories have also developed income diversification programmes, supporting communities in setting up additional income-generating activities to support producers' households, which have also helped to increase their income. Agroforestry has also been adopted by all signatories, with a large number of tree distribution and planting programmes.
- In terms of community involvement and social inclusion, the private sector has invested heavily in the development and coaching of young people in rural areas and in the creation of village savings and loan associations (VSLAs). This was a way for us to effectively address the issue of social inclusion.

2.3.1.2. Have the lessons been sufficiently integrated in the planned activities and governance?

At the end of the first phase of the ICF, several questions arose, particularly in terms of the effectiveness of the Thematic Groups. It was observed that the WGs were relevant at the time of writing the ICF operational plan. But after the operational plan was adopted, the role of these groups left something to be desired. There was no longer any reason to bring these thematic groups together and make them work. For the second phase of the ICF, the question arises as to the relevance of maintaining these thematic groups as they were conceived in the first phase.

2.3.1.3. Did the governance allow for sufficient and effective interaction?

Current governance allows interaction between all ICF stakeholders. The private sector is represented on all ICF bodies and at secretariat level by WCF. However, over the last two years, the platform's operations have become weaker. It is as if the players were tired of meeting. This type of fatigue is common in this type of body, where many meetings are held, recommendations are made and action plans are drawn up, but there is no concrete action on the ground.

2.3.2. Are the platforms' multi-year action plans for Côte d'Ivoire, Ghana and Cameroon expected to achieve the envisioned results?

Individually, the platform's stakeholders are able to deliver the expected results, which are then transferred to the platform's account.

2.3.2.1. What are the main strengths of the action plans?

In terms of strengths, the action plans have had the merit of addressing issues that are certainly sensitive, but very important for sustainability, in particular all the issues linked to the deforestation monitoring system, the limits of classified forests, deforestation linked to cocoa farming and cocoa from classified forests, and traceability.

2.3.2.2. What are the main weaknesses of the action plans?

The ICF is struggling to mobilise the resources needed to effectively implement the ICF action plan. It would have been interesting if the platform had managed to set up a funding mechanism for the joint implementation of action plans. Instead, we find that each signatory works independently, whereas we are dealing with a platform.

2.3.3. To what extent is the support provided by the platforms, through the joint action plan, secretariat and governance, expected to enable effective implementation by the signatories?

Should the support provided by the platforms, through the joint action plan, the secretariat and governance, enable effective implementation by the signatories?

2.3.3.1. What is expected to be the additionality of the platforms for signatories in general?

The platform has brought added value to Signatories in general. As far as the private sector is concerned, it is thanks to the ICF that it has been able to make progress on the issues of monitoring deforestation and traceability at national level. The ICF was the springboard that enabled the various players to discuss the need to find concerted solutions to forest monitoring. What's more, thanks to the ICF's actions, WCF members are involved in the government's national strategy for preserving, rehabilitating and extending forests. The ICF has therefore enabled the private sector, which had been labelled as being involved in deforestation, to contribute effectively to the rehabilitation of these forests.

2.3.3.2. What was and is expected to be the additionality of IDH specifically?

The added value of IDH is that it facilitates exchanges and discussions between stakeholders on common solutions to be found to address the various challenges facing the cocoa sector in Côte d'Ivoire.

2.3.3.3. To what extent are the platforms focused on creating results that can only be achieved together through close collaboration?

The idea behind the creation of the platform is based on the fact that the challenges facing the cocoa sector cannot be tackled individually. A wide range of stakeholders with different perspectives, different areas of expertise and different fields of influence need to come together to bring about systemic change.

2.3.3.4. To what extent are the platforms expected to influence the signatories organization's internal operations and implementation strategies?

The CFI influences the internal operations and implementation strategies of signatory organisations insofar as signatories are required to respect the GSI's commitments. To this end, the signatories' action plans take account of the ICF roadmap.

2.3.3.5. What are the limitations and boundaries of IDH's role as a convener to achieve its objectives?

IDH as an organisation has no means of exerting pressure, either on the government or on the private sector, to make them respect the ICF's commitments.

2.3.4. To what extent do the monitoring systems of the platforms provide relevant and quality (impact-level) data?

2.3.4.1. Are the monitoring systems operating resource efficiently?

In the ICF governance system, monitoring was the responsibility of REED+. In the ICF action plan, monitoring and evaluation activities were described and the Monitoring and Evaluation WG carried out activities (production of the monitoring and evaluation manual). However, the monitoring and evaluation of the platform has not been effectively implemented.

2.3.4.2. How could they be improved?

To improve the monitoring system, the platform will need to mobilise financial resources to enable it to operationalise and strengthen the implementation of the monitoring and evaluation manual already developed.

2.3.4.3. What are recommendations on the design of the end evaluation in 2025?

We need to think about defining a certain number of key indicators, which should be impact indicators rather than trying to collect output or outcome data as we wanted to do in the first phase, which with all the sensitivity of data communication is really difficult to do in a robust way.

2.3.4.4. What steps need to be taken to prepare for this?

Set up a focus group to define a certain number of key impact indicators to be filled in by all stakeholders.

Efficiency

2.4.1. To what extent are the platforms' interventions expected to deliver results in a timely way?

Individually, the signatories are able to deliver results that are fed back into the platform. For example, deforestation in Côte d'Ivoire has fallen sharply thanks to ICF's activities. However, it should be noted that when it comes to reforestation, results can only be expected in the long term.

2.4.1.1. What are the strengths and weaknesses of the approach?

With regard to strengths, it should be noted that thanks to the ICF, the signatories have made commitments which they are endeavouring to honour. However, the results of the platform could be more important if delivered on time if the secretariat and coordination of the platform have the necessary and sufficient resources to monitor the implementation of the action plan by all signatories.

2.4.2. To what extent is efficient use made of the financial and human resources available to the platforms?

The financial and human resources available to the ICF are inadequate. The MINEF unit responsible for coordinating ICF activities is cruelly short of human resources. Indeed, coordinating the ICF requires a great deal of working time and therefore adequate human resources. However, the resources available to the ICF are managed efficiently, because the ICF manages to produce results with the few resources it has.

2.4.2.1. Please explain why or why not.

To date, the ICF has not been able to clearly define its own mechanism for mobilising resources for its actions.

Sustainability

2.5.1. What are potential strategies to ensure sustainability of the platforms beyond 2025?

The ideal exit strategy would be to push for better institutional anchoring by connecting the ICF with the discussions underway, whether around sustainable cocoa, but also around the new

regulations for the European Union and all the activities underway. Then we need to build the government's capacity to take charge and, above all, guarantee sustainable funding.

A kind of sustainability agency could be set up within the Prime Minister's Office to provide a cross-ministerial and cross-cutting force, with responsibility shared equally between agriculture, forestry and the environment, because the challenges facing the cocoa sector are cross-cutting.

2.5.1.1. What is a realistic time-frame for the platform to operate independently?

The platform could operate independently from 2025.

2.5.2. Will the platforms need to be continued or will it be possible to phase out the platforms by 2025?

Consideration could be given to whether the GSI should be maintained or phased out from 2025, once the action plan has been implemented and the new EU cocoa regulations have been implemented, the sustainable cocoa strategy has been published and concrete actions have been seen on the ground.

2.5.2.1. What steps can be taken to move towards a responsible phase-out of IDH?

The ideal exit strategy would be to push for better institutional anchoring by connecting the ICF with the discussions underway, whether around sustainable cocoa, but also around the new regulations for the European Union and all the activities underway. Then we need to build the government's capacity to take charge and, above all, guarantee sustainable funding. The secretariat could be converted into a kind of sustainability agency housed in the Prime Minister's Office, to give it inter-ministerial and cross-cutting strength, with an equitable sharing of responsibility between agriculture, forestry and the environment, because the challenges facing the cocoa sector are cross-cutting.

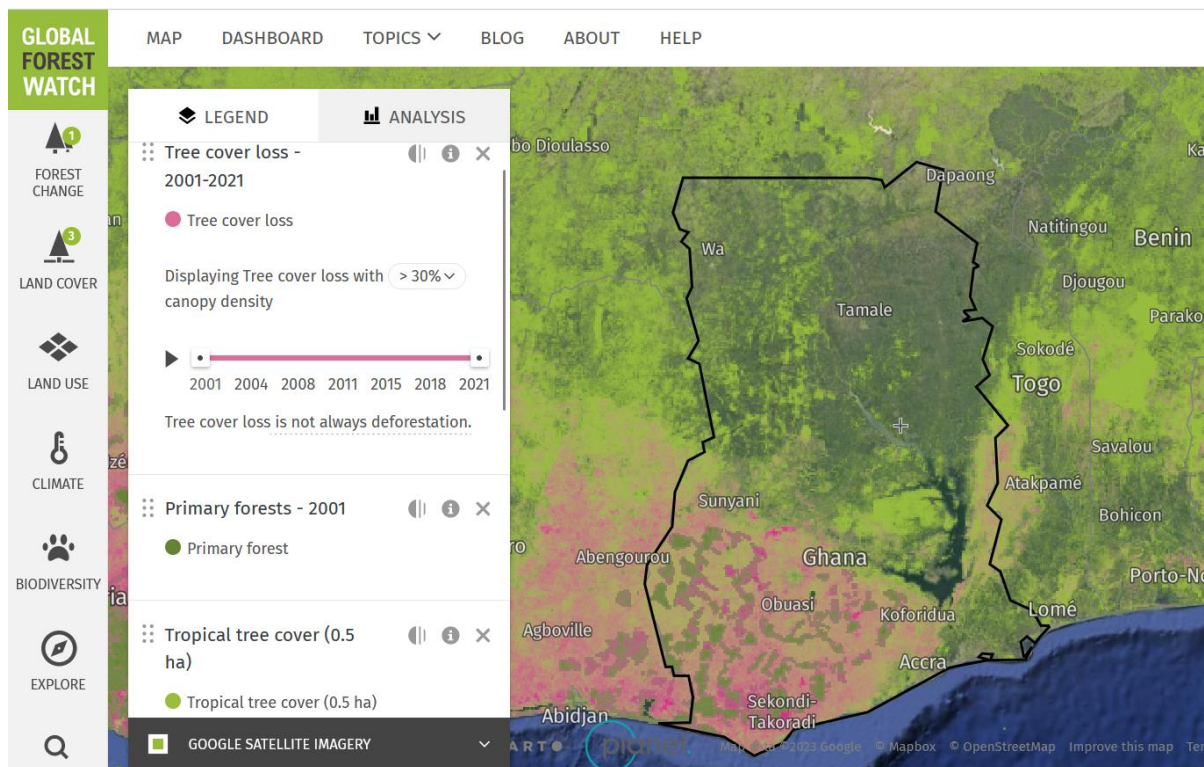
LESSONS LEARNED

The lessons learned from the first phase of the ICF are as follows:

- In terms of governance, the need to be as inclusive as possible had already been identified, especially in terms of the participation of institutions in the governance structure. However, the operationalisation of this inclusive nature of the ICF's various governance bodies remains an ongoing task, on which a permanent effort still needs to be made, i.e. to ensure that all institutions play their part in the various bodies.
- In terms of collaboration between the various stakeholders, at the outset there was insufficient understanding of the roles and responsibilities of the different players. This created quite a few misunderstandings and frustrations. However, the first phase really enabled frank discussions to take place and clarified what could be expected of each partner and what they had to offer. This helped to create a collaborative environment that should be facilitated in the future.
- The role of the facilitator is to be able to take a step back and steer certain decisions in that direction rather than managing the details, to be able to facilitate while remaining neutral. Sometimes the role of facilitation has worked well, sometimes it has worked less well. Indeed, when the role of facilitation is confused with that of project implementer, this leads to certain difficulties.

- In terms of results and progress, the fact that the ICF has encouraged the creation of a framework in which several institutions can talk to each other regularly is a good thing in itself. However, it is important to use this time for dialogue to focus on what is needed, to align commitments and to be able to look at the "big picture".

ANNEX 2: COUNTRY SUMMARY REPORT, GHANA



According to Global Forest Watch, in 2010, Ghana had 7.00Mha of natural forest, extending over 30% of its land area. In 2021, it lost 101kha of natural forest, equivalent to 62.9Mt of CO₂ emissions. From 2001 to 2021, Ghana lost 114kha of humid primary forest, making up 8.0% of its total tree cover loss in the same time period. Total area of humid primary forest in Ghana decreased by 10% in this time period. From 2001 to 2021, Ghana lost 1.41Mha of tree cover, equivalent to a 20% decrease in tree cover since 2000, and 740Mt of CO₂e emissions.

INTRODUCTION

Cocoa (*Theobroma Cacao* L.) is the main raw material for the global chocolate industry and a major export for commodity for Ghana. In Ghana, the cocoa crop is produced in the forested areas such as the Ashanti, Bono, Bono East, Ahafo, Western North, Western, Eastern, Central and Northern parts of the Volta Region. Ghana remains a large player in the world market for cocoa and depends on the crop to generate significant revenue. Ghana produced a little over one million metric tons of cocoa bean in the 2020/2021 crop season. Domestically, the sector contributes about 13% to gross domestic product (GDP) and about 30% of export of the country's export earnings. Specifically, the cocoa crop generates about \$2 billion in foreign exchange annually, in 2021, in real terms, cocoa contributed about GHS3.1 billion to GDP (approximately 533 million U.S. dollars). In terms of employment, about 30 % of Ghana's population derive income from the Cocoa Supply Chain (GCSC) (i.e. the sector employs about 800,000 farm families spread over six of the sixteen regions of Ghana).

In Ghana, the production of the cocoa crop is dominated by small holder farmers and a few large-scale producers. Increases in cocoa acreage has been based on area expansion, where most farmers clear virgin forest to cultivate and expand production. This cocoa production model has led to significant reduction in the volume of forest cover in Ghana, and has rendered the sector vulnerable to climate change. Issues of ageing cocoa trees, low soil fertility and prevalence of pests and diseases remain the main drivers of Cocoa extensification in Ghana. These head-on challenges, coupled with issues such as climate change has increased the vulnerability of farmers, and migrant workers in the sector whose livelihood depends on the crop. The introduction of climate smart agricultural practices seeks to ensure cocoa farmers adopt sustainable production systems that guarantee decent livelihood and eliminate practices that are detrimental to the environment (deforestation).

The supply chain for the cocoa sector remains complex and has numerous actors (Public and Private). COCOBOD remains the main public sector institution with oversight responsibility over the sector's activities. Other actors within Ghana's Cocoa Supply chain include farmers, aggregators buyers, transporters and traders, certification bodies, storage (warehousing) and distributors. The cocoa supply chain can be subdivided along four major product categories, based on the stage of processing. The categories are the following:

- Cocoa beans (raw, or minimally processed);
- Semi-finished cocoa products (cocoa paste/liquor, cocoa butter, cocoa powder);
- Couverture, or industrial chocolate;
- Finished chocolate confectionary products.

Licensed Buying Companies (LBC's) are the main purchasing institutions of the dried beans in Ghana. Several Quality Control checks are carried out along the cocoa supply chain to maintain quality and standards for the export market. The operations of all LBC's are closely monitored by the COCOBOD. Cocoa beans which do not meet international requirements are typically sold to local grinding companies. Ghana's cocoa grinding sector is dominated by a handful of multinationals and the former state-owned grinder, Cocoa Processing Company (CPC). Switzerland's Barry Callebaut, the USA's Cargill and OLAM Processing Ghana Ltd vie for the top share of the grind, with capacities of 67,000 MT, 65,000MT and 43,000 MT, respectively.

Relevance

1. Are the platforms focusing on the relevant challenges and strategies in their national and international contexts?

1.1 What are the challenges and needs?

From the qualitative data obtained, we identified several challenges facing the cocoa sector in Ghana. These have been categorized into Environmental and Production, Economic and Livelihood challenges, Social inclusion and Human Rights challenges and Institutional challenges

A. Environmental and Production Challenges

From the data, we identified that some key environmental and production challenges that affect the cocoa sector. Ageing trees, low soil fertility, prevalence of pest and diseases and changes in climatic patterns continue to affect cocoa yield in Ghana. Poor quality of cocoa beans was also

identified as a critical challenge facing the sector. In Ghana, agriculture has been identified as a key driver in forest degradation and contributes to almost 50 percent of forest degradation and deforestation. Other production related issues include, illegal mining (Galamsey) and illegal logging and wild fires that destroy both the cocoa trees and the forest cover. Production cost is increasing due to high inputs and other industry costs is also a critical challenge for the sector.

B. Institutional challenges

The evaluation also categorized some of identified challenges as institutional. We found that policy implementation and operationalization remain a critical challenge in the sector. For example, implementation or operationalization of tree tenure remains a challenge in the cocoa sector. Poor implementation and operationalization of tree ownership aids the cutting down of trees (indigenous or planted) on cocoa farms. Timber contractors continue to enter protected areas to cut trees and destroy farms of farmers due to weak institutions and enforcement of regulations. We also established that variations in Land Tenure systems in the sector discourages long term investment by cocoa farmers in the sector who are mostly migrant farmers.

Traceability of cocoa beans was also identified as an inherent challenge facing the sector, this has been complicated by poor mapping of farms and size determination of the farms.

C. Economic and Livelihood

Low income and poverty are a challenge in the sector. The data from the KIIs, show that cocoa pricing remains a challenge and drives down incomes and increases poverty levels among cocoa farmers in the country. Even though there is a consistent policy to review upwards the cocoa purchasing price per tonne, farmers in the sector are not getting good prices for their cocoa. In the 2021/2022 season, cocoa farmers were expected to receive 12,800 Ghana cedis per tonne or US\$1,251 (US\$1 = GHS10.23 in Ghana) per tonne for their cocoa beans. The low pricing of cocoa in the domestic market has been linked to low cocoa prices on the world market.

We found that even though Ghana has a Living Income Differentials (LID), this policy is undermined by the cost of cocoa on the world market. Farmer access to credit was also identified as an important challenge facing the cocoa sector in Ghana. Farmers largely borrow from informal credit markets for the production activities.

D. Social inclusion and Human Rights challenges

We identified social inclusion challenges and human right issues as some of the important challenges associated with the cocoa sector in Ghana. The issues of child labour were mentioned. Women access and ownership of land restricts their direct involvement in the production of cocoa in Ghana. The poor incomes and poverty reduce interest and subsequent participation of the youth in cocoa.

From the above we conclude that the cocoa sector faces many challenges, these can be production and environmental, Institutional, Economic and social and human rights. These issues need to be tackled comprehensively. The CFI initiative however focuses primarily on the deforestation, which is linked directly to cocoa production in Ghana. Issues relating to the sustainable cocoa production attracts the interest of global policies. CFI seeks to reduce deforestation and the specific goal was to reduce deforestation which is linked directly to the cocoa.

1.2 What are the related national and regional strategies?

We established from the field data, that several national and regional strategies have been and are being rolled out to tackle the challenges identified. Specific to deforestation, we found that Ghana is implementing several interventions and projects within communities to tackle the problem. For example, there is:

- The red plus programme aimed at reducing emissions from deforestation and degradation within the cocoa landscape.
- A project called Ghana Cocoa Forest Landscape Emission reduction Project, a World bank project funded by climate investment firms to support livelihood activities and other activities geared towards reducing deforestation and forest degradation. It is a performance-based project where Ghana receives some payments for the amount of carbon we are able to generate and sequence straight into carbon in those areas.
- “the community resource management areas” is an initiative within forest areas, where they empower communities located near protected forest areas by building their capacity and providing alternative livelihoods for farmers.
- Cocoa and Forest Initiative (CFI) – This initiative has both a national and regional focus, the strategy is to bring together all actors in the sector through a platform so they can work together to resolve the issue of deforestation.

The GHANA Cocoa Forest REDD+ Programme (GCFRP) - Under the red plus program there are safeguards in the cocoa sector to ensure a balance between deforestation and the livelihoods of farmers.

“Before the red plus program farms illegally found in forest reserves were immediately cut down. This is no longer the case. The program brought about the climate smart cocoa system where you can have cocoa interplanted with tree crops”.

The Forest Investment Programme (FIP) project forms part of Ghana’s national strategy to reduce deforestation. The initiative support climate smart cocoa production by encouraging cocoa farmers to grow more trees by giving them tree crops to interplant their farms. To ensure the tree tenure and ownership, the FIP instituted the tree Tenure laws – this allows farmers to own the tree they plant. For naturally occurring trees nurtured by a farmer, the law allows the farmer to have a share when it fell and sold. This initiative provides an incentive for farmers to incorporate trees within their farms. The Forestry Commission through the FIP has registered farmers and the trees on their farms to enable tracking of these trees to distinguish between naturally occurring ones and trees grown by farmers.

The national traceability System: this is another important strategy the focus of the CFI. The national Traceability system has been established at advanced stage of completion although behind scheduled. It will aid the reduction in market access for cocoa produce by clearing virgin lands.

The evaluation also established that in The Green Ghana Project forms part of Ghana’s national strategy to reduce deforestation. This initiative was launched to augment the tree population in Ghana especially in deforested areas.

Productivity Related Strategies

Several livelihood improvement strategies have been commissioned to provide alternative livelihoods for smallholders in the cocoa sector. The focus of the strategies is to promote enterprise

diversification and reduce the risk. These activities are integral part of the Ghana Cocoa Sector Development strategy II. To improve access to finance and ensure financial inclusion among farmers in the sector, the Digital Payment system is being implemented in Ghana. COCOBOD gives farmers unique ID and address and also the history and productivity of the farmer over time. Financial firms can use this information to trace farmers and also perform risk assessment of farmers thus reducing their risk for loans and banking service and improving their access to those services. The payment system also provides a means of recovering loans given out to farmers and will reduce the risks associated with lending in the agricultural sector and attract both the banking and insurance industries into the sector. Another strategy is the implementation of the Living Income Differentials (LID), which is meant to help the farmer to meet his/her production costs.

1.3 What should be adjusted (if applicable)?

The governance of CFI needs to be reviewed to make CSOs more involved in the governance structure in the implementation of the CFI. External stakeholders i.e. CSOs and CFOs called for adjustment in the governance and implementation of CFI. They held the view that current state of the CFI is not all inclusive hence most CSOs do not play roles in the implementation of CFI. The CSOs expect the CFI to be more consultative by extending their reach beyond its current stakeholders. Widening the scope of stakeholders would capture and align CFI with the interest of other stakeholders. The adjustment should also focus on synergizing the activities, programs and projects with running in the three countries.

3. Are the right stakeholders involved in the platforms?

There are enough stakeholders on the platform but in order to enable effective stakeholder consultation and engagement there needs to be a commitment and provision of resources to these stakeholders to enable effective implementation of the programme. CFI has been good at identifying the right kind of people for the platform.

2.1 Which stakeholders are involved?

The current governance structure for the Cocoa & Forest Initiative (CFI) has both public sector institutions and private sector organizations. The stakeholders are categorized as signatories (35 companies and Forestry Commission – Ghana), external stakeholders (identified civil society organizations and academia), the Convener (IDH) and secretariat and Coordinating Team (Ministry of Land and Natural resources-MLNR, World Cocoa Foundation (WCF) and COCOBOD)

2.2 What are their roles?

The roles of the respective stakeholders on the CFI initiatives include convening role, implementation role, monitoring role. Other stakeholders play critical roles in the various working groups and taskforces constituted by the CFI.

2.3 Are their roles clear and in line with their capacities?

From the data, the roles of the various stakeholders are clearly outlined, in terms of capacities most of the institutions reported they have the required capacity to undertake or to carry out their assigned roles within the CFI. For some of the CSOs, human and financial capacity remains a problem, since they largely depend on external donor funding to be able to recruit and finance all of of on their annual activities.

4. Are the right partners involved in the platforms' secretariat?

Yes, the secretariat is made up of both Public and Private institutions. This will promote and capture the interest of these two groupings.

3.1 Which partners are involved?

- Ministry of Land and Natural Resources
- COCOBOD
- Forestry Commission
- The CSOs, research and Academia
- The World Cocoa Foundation

3.2 What are their roles?

By design, the secretariat for the CFI is constituted by the two key institutions, the Ministry of Land and Natural Resources (MLNR) and the Ghana COCOBOD. The Ministry currently hosts the secretariat. World Cocoa Foundation and other partners support the secretariat and play coordinating roles. These institutions are expected to provide both policy direction and ownership of CFI.

3.3 Are their roles clear and in line with their capacities?

The Governance Structure of CFI provides a clear definition of the roles and responsibilities of partners and supporting institutions. The evaluation confirms from the field data the following:

- Three Technical Working Groups have been established. These groups are responsible for Production, Protection and Social inclusion.
- In addition, five Task Forces has been established under the Technical Working Group, these included: Climate-smart agroforestry; Mapping; Monitoring and evaluation; Traceability; Social Safeguard. Each of these partners from the CSOs group play active role in these working groups.

5. Are the platforms sufficiently inclusive?

There was not convergence on inclusivity, while some of the respondents agree that inclusivity was high others disagreed. We found that the governance structure takes care of stakeholders who are not signatories to the initiative and provides opportunity for further stakeholder mapping and inclusion during implementation. So, CFI creates and opens up the inclusivity for many others to be part. For example, the governance structure has the steering committee, whose members are not necessarily signatories. On the part of the external stakeholder's inclusivity on the CFI, this is low but can be improved. They hold the view that CSOs are treated as collaborative institutions not lead agents. The CFI treats the government and the private sector as lead agents.

4.1 Are farmer representatives, local communities and local authorities included in a meaningful way?

Farmers and the local communities and authorities are critical stakeholders in the implementation of CFI activities in Ghana. The platform ensures close collaboration among farmer groups and local communities as well as local authorities such as MMDA. There is significant effort to ensure fair representation by farmer groups, local communities and local authorities.

Quote Signatory: “Farmers are critical to sustainable cocoa production. CFI thus involve this critical mass in the chain. They must know about good agriculture practices and adopt them; farmers must understand the value of shade to cocoa yields and be willing to plant trees and adopt more intensive practices. This means as critical stakeholders to CFI, farmers must do investments on their farms and putting in models like good viable forestry systems and all that.

Quote External Stakeholder (CSO): “We cannot operate in the communities without engaging these local structures, this is part for getting a buy-in and acceptance of our initiatives. CFI, therefore captures and works with these local structures. We work with farmer groupings and corporative etc.

4.2 Are women and youth included in a meaningful way?

Women and youth play significant role in the cocoa sector specifically women are the ones who gather the cocoa but have less rights to land and therefore a few women own farms. These groups are fundamental to the success of CFI; hence the initiative focuses on these groups. Gender is critical, the only challenges has to do with the macro level of the initiative, gender representation remains a challenge. The platform in Ghana, identified and captured the interest of women and youth in the conceptual design. However, ensuring these two groupings are meaningfully included is a challenge. To a large extent the pillars of CFI focuses on reducing the vulnerability of these groups in the sector to climate change

For example, ensuring gender representativeness in the various CFI Committees, Membership of the Task force, Secretariat etc. remains a challenge. The representatives are defined hence it becomes difficult to ensure gender balance or equity. Whoever occupies the stated position in the institutions has automatic representation on the CFI. Hence if the individual nominated to occupy the position is a male, CFI would be handicapped and may not have gender inclusivity. The challenge with gender inclusiveness in Ghana is systemic and cultural in nature.

4.3 Do the platforms meet the needs of these target groups?

Yes, to a large extent the design of the platform identifies with and targets the needs of all these groups. Significant work is being done to ensure these stated needs are met when the CFI components are effectively rolled out.

4.4 If yes, how? If no, why not?

Deforestation and climate change are two critical challenges facing cocoa farmers and one of the pillars of CFI focuses on this. CFI meets the needs of these target groups, CFIs focus on sustainable cocoa production through the reduction of deforestation, climate change effects on smallholder cocoa farmers in Ghana. Also, low income and livelihood is a critical challenge. Various programs. The signatories to CFI promote and ensure they resolve the issues of unsustainable production practices. Climate change and poor soil fertility issues are being resolved. The third pillar of CFI looks at how community engagement and inclusion can connect to improving livelihoods in the sector.

Coherence

6. To what extent are the platforms compatible and complementary to other programs, investments and policies in the relevant country?

The Cocoa & Forest Initiative (CFI) is designed to be compatible with and complement other existing programs and investment that target the reduction of deforestation in Ghana. For example, the programs and activities of the stakeholder's dovetails into the CFI, Forestry Commission as a key partner in the CFI has been working in this direction, likewise the various signatories. Initiatives such as the REDD+ program are been implemented at a larger scale.

5.1 If yes, to what extent do the platforms add value while avoiding duplication of effort?

Cocoa & Forest Initiative (CFI), works to complement other programs and investment being implemented within the landscape and hence reduces duplication of roles, activities and programs. By adopting a multi-Stakeholder approach, knowledge sharing and close collaboration among the different actors, CFI is able to ensure compatibility of its initiatives with other investments and programs being implemented in the country by identified stakeholders and signatories. For example, the platform adopted and utilized the six Climate-Smart Cocoa Hotspot Intervention Areas (HIAs) under the Ghana Cocoa Forest REDD+ Program (GCFRP).

Another program is the Forest investment program by the World Bank which tackle issues of deforestation and support for cocoa farmers. There are also several policy documents that address the issue of deforestation. There are also several CFO's and NGO's doing work related to productivity enhancement. COCOBOD also has several programs running concurrently with CFI, such as the Productivity Enhancement Program (PEF).

5.2 If not, what was the reason for this?

7. To what extent are the approaches of the platforms coherent?

The data shows that the stakeholders do not converge/agree that the coherence of the approaches used by CFI. While some agreed others disagreed.

6.1 If yes, please explain why.

Some of the stakeholders think the design, programs and implementation process promote coherence, they indicated that the governance structure promotes coherence through knowledge sharing and collaboration which thus complement the activities of CFI with other exiting programs and investment. However, the data from the external stakeholders (i.e. CSOs) does not support this position, the CSOs were of the view that the platform is not entirely coherent. They indicate there is not enough representation of the CSOs on the platform.

6.2 If no, why not?

6.3 What can IDH do to strengthen the coherence?

Further stakeholder engagement and mapping is needed to widening of the scope of stakeholder and capture the interest, activities and related programs being implemented to reduce deforestation by cocoa farmers in Ghana. There will be the need to have some common knowledge sharing platform that allows for easy sharing and access to data on what is been done in the sector. Strengthening the monitoring, evaluation and reporting standard will enhance the coherence and help reduce duplication of roles and activities. At the policy level, there would be the need for IDH to engage and look for supporting funds to aid operation of the Secretariat and implementation of planned activities.

8. How does IDH's role in the platforms and the secretariats fit with IDH Theory of Change and the Theory of Change of the IDH Business Unit Agri-Commodities?

IDH plays the role of a convener, bringing together different actors and interest groups in the Cocoa and Forest sectors to reduce the incidence of deforestation in Ghana. They facilitate engagement and collaboration between the various stakeholders to promote together to get deforestation out, to get cocoa production more sustainable and to improve the farmers livelihood. So, it's more about collaboration.

Yes, it does, IDH Ghana office implements other projects and CFI is just one of the many.

A Theory of Change was crafted for the entire Initiative, it captured the interest of IDH and therefore fits the general framework of IDH. The TOC also defines what signatories are expected to undertake, for example:

The member and signatories agreed upon and it was incorporated into the national implementation plan. These signatories have made commitments and thus are obligated to fulfil these commitments. The commitments also demand they published their action plans and new business practices which include things that will ensure better practices that will promote the three goals.

7.1 Which elements of IDH's role in the platforms and secretariats fit well with the IDH's Theory of Change?

The Theory of Change was crafted for the entire Initiative, it captured the interest of IDH and therefore fits the general framework of IDH. We the IDH implements other projects and mainly Yes, it does, IDH Ghana office implements other projects and CFI is just one of the many.

7.2 Which elements do not fit well?

9. To what extent are the platforms coherent with IDH's gender strategy?

Gender is of high priority in the promotion of sustainable developmental initiatives. IDH's subscribes to the need to align and prioritizes gender in line with global requirements. Its gender strategy and Tool Kit seeks to avoid programs and initiatives that negatively influence gender relations. Men and women are therefore given equal chance to participate and benefit from IDH interventions. Hence IDH ensured that CFI initiative is coherent with IDH gender strategy. Women are central to growth and sustainability initiatives hence IDH's ensures initiatives and programs such as CFI capture and promote the needs and interest of vulnerable groups such as women. The social Inclusion pillar of the CFI thus indicate how coherent and integrate the initiative is with IDH's gender strategy. IDH promotes gender awareness in the organization to intergrate gender in the specific sectors they operate.

8.1 Please explain why or why not.

8.2 What are opportunities for better integration of gender in the platforms?

National and global policies on sustainable development (living no one behind) are strategic opportunities for better integration gender into the platform. Also, the presence of gender focused Civil Society Organizations on the CFI is a critical check on better integration of gender into the platform. Trends from project indicators on gender is a good way to ensure gender is integrated in the platform both at the project implementation level and community (beneficiary) level. The role of women in the cocoa value chain is also an important vehicle for better integration of gender in the platform.

Effectiveness

10. What lessons from the first phase of CFI (2017-2021) are relevant for the implementation of CFI phase two (2022-2025) and the Roadmap in Cameroon?

- The governance is working so far: allowing the Ministry to host the Secretariat is a good way to create ownership of the process.
- CFI has enhanced significantly the collaboration among the various stakeholders. A lot of diplomacy and relationship building is required to get stakeholders to agree and work together. This was difficult to attain from the outset, before, the initiative stakeholder collaboration was not that effective, especially the ease of engagement between the private sector and government institutions.
- The impact and benefit of multi-stakeholder approach to CFI provides an important lesson for the first phase. This has facilitated consensus building and adherence to the agreement that have been signed (companies not sourcing from protected area or forest reserve).
- The regulator agrees that no cocoa company could bring cocoa from forest areas which are outsourced from these areas then what it means is that even if you're not part of this initiative yet you buy cocoa from farmers.
- The challenges with the establishment of the secretariat, putting in the soft infrastructure such as the Implementation plan and creating the platform for the parties to engage is a critical lesson and achievement for IDH and other stakeholders.
- The companies/signatories are committed and are working collaboratively to reduce deforestation, improve livelihoods and child labour in the sector. This level of commitment is likely to provide some measurable figures during the second phase.
- Monitoring and evaluating the outputs and outcomes of CFI initiatives needed to be strengthened to ensure validity of data. Augmenting the task and funding its activities are critical ways to validate reported data on CFI.

9.1 What are the main results from the first phase of CFI?

The main results from the first phase of implementation largely related to creating systems, plans and institutionalization of collaboration between the various stakeholders within the sector. A few of the critical outputs from phase one is:

- The development of the implementation plan
- Establishment of the governance structure
- Setting up the Secretariat

9.2 Have the lessons been sufficiently integrated in the planned activities and governance?

Most of the critical lessons from phase one of the CFI have been integrated in the planned activities and governance. For instance, the lack an implicit financial costing in the phase one plan has been resolved in the implementation plan for Phase II. Budgetary lines has been linked to each activity and actions suggested.

9.3 Was there sufficient engagement to fulfil all obligations?

CFI governance structure and the composition of the various working groups and task force foster continuous stakeholder engagement to bring on board new stakeholders and capture the interest of others within the sustainable cocoa production sector.

9.4 Did the governance allow for sufficient and effective interaction?

The governance for CFI promoted and allowed effective collaboration. There was significant consensus on the effectiveness of the governance structure.

9.5 Has trust been built and nurtured for constructive collaboration?

To a large extent some level of trust is being developed among the various stakeholder on the CFI, although the CSO hold the view that much can be done to build and nurture trust among all stakeholders. They reiterate the need for ample consultation on the part of IDH and WCF to improve trust.

11. Are the platforms' multi-year action plans for Côte d'Ivoire, Ghana and Cameroon expected to achieve the envisioned results?

The action plans, have an established results framework that guides and points out the various targets and indicators to be met by the various signatories and stakeholder on the CFI. Hence, each of the signatories are expected to report on these stated indicators annually. To ensure this there is an agreed period for data collection and an established validation system/task force that ensure reported data is relevant and reliable.

10.1 What are the main strengths of the action plans?

- The National Implementation Plan (I) was designed to align with existing initiatives, programs and projects. The plan synchronized and synergized activities and effort of the various stakeholders. Thus the plan target the identification and reduction of duplicated activities and tasks.
- The activities were well thought-out and reflected the various pillars of the initiative. It thus did promote community sensitization, the M&E component of the plan was good enough to generate some reliable data and ensured data sharing.

10.2 What are the main weaknesses of the action plans?

- The main weakness of the action plan was the absence of costing for each of the activities
- The plan also was not clear on how much each stakeholder was to commit to the outlined activities. This made it difficult for signatories to commit funds to the plan.
- There was also no dedicated funding source from IDH to ensure the execution of the plan.
- The action plan was not fully funded and that was an impediment to its implementation
- The action plan failed to take into consideration the level of capacity of the various hence the companies did not have the capacity (knowledge and skills) to implement these actions.

There are no systems to ensure that signatories and other actors in the cocoa sector follow the requirements or commitments of CFI.

12. To what extent is the support provided by the platforms, through the joint action plan, secretariat and governance, expected to enable effective implementation by the signatories?

A lot of technical and capacity building initiatives were implemented by IDH to ensure effective implementation by the signatories. The lack of direct funding for implementation of the outlined activities affected the level of commitment required. The governance and joint action plan clarified roles and responsibilities and promoted to a large extent effective collaboration and engagement among the institutions to share ideas on implementation challenges.

11.1 What is expected to be the additionality of the platforms for signatories in general?

The platform was expected to bridge the existing gap between the signatories, government and other private sector interest groups in the sector. The expectation was to help synchronize the activities of signatories and facilitate effective collaboration among these identified stakeholders.

11.2 What was and is expected to be the additionality of IDH specifically?

IDH as the initiator of the Cocoa & Forest Initiative was expected to act as the critical mediator between the state institutions, the companies and external stakeholder within to work at reducing cocoa related deforestation. They were expected to stimulate interest of these various actors and hold the signatories accountable based on what they signed to do. IDH was also expected to support the establishment of soft infrastructure (i.e. implementation plans, setting up secretariat) and create the atmosphere that allow for consistent engagement among these actors in the value chain. We found a mixed reaction about the additionality of IDH to the platform, while some agreed that IDH was critical to the success of CFI other disagreed.

11.3 To what extent are the platforms focused on creating results that can only be achieved together through close collaboration?

There is a strong collaboration among the various actors on the platform, this facilitates continuous engagements, knowledge sharing and collective ownership of results. The structure and role of the various working groups and task force allows representation from the various stakeholders, serves as a check on the activities of the signatories and ensure they create results.

11.4 To what extent are the platforms expected to influence the signatories organization's internal operations and implementation strategies?

The Cocoa & Forest Initiative (CFI) complements and enhance the internal operations of the signatories. The signatories report on similar indicators as required by the CFI, thus this reduces the frequency and cost of field data collection as well as the volume of work required to produce reports for CFI and other programs.

11.5 What are the limitations and boundaries of IDH's role as a convener to achieve its objectives?

IDH had to work through WCF who were working directly and were in charge of bringing together the private sector members or signatories. This initially arrangement limited IDH in terms of rapidly convening and bringing the private sector on board. It was a challenge because IDH never had a chance to speak directly to the private sector partners. Even though the annual progress reports acted as checks to determine whether signatories met their obligations or not, there are no tools or processes to address or sanction defaulting signatories. In other words, there are no clear organisations or authorities holding the signatories accountable for meeting their proposed actions or commitments.

13. To what extent do the monitoring systems of the platforms provide relevant and quality (impact-level) data?

The CFI has an established Monitoring system that collects data on the outputs and outcomes for the annual progress reports. To ensure validity there is a monitoring taskforce made up of people from the private sector CSO's, experts and the public sector to help with the data collection using the results framework. The task force assesses the quality of the data through spot checks, which includes going to the field to confirm the reported data.

Another level of validation includes a process where all institutions that have provided data come to defend the data provided. The main organisations involved in this process include the World Cocoa Foundation, COCOBOD, Ministry of Lands and Natural Resources and forest commission. There is also a third-party institution under the Red Plus secretariat who lead the data collection process for the CFI. This secretariat already works in the locations where the CFI platform is being implemented and they collaborate with CFI to collect data for the platform. They also engage the Policy Planning Monitoring and Evaluation (PPME) department of the Ministry of Lands and Natural Resources due to funding challenges with Red plus.

12.1 Are the monitoring systems operating resource efficiently?

Although the system is not entirely robust, the check and balance have been functional and effective. The similarity of indicators to be reported on tend to reduce cost for the signatories and others. The use of third-party or institution that are already collecting similar data under the Red Plus secretariat to lead the data collection process for the CFI also helped to ensure efficient use of resource for monitoring and data collection. The sharing of data created a pool of secondary data for the partners to report on their indicators. This system is likely to reduce monitoring cost and enhance efficient use of resource.

12.2 How could they be improved?

To improve the monitoring system of CFI, the frequency of monitoring needs to be increased, as the cross-checking function strengthened. There should also be a system that counter validate the data and reports submitted by the various stakeholders to improve the entire process. Also, there should be regular updating of indicators and mode of data collection to improve the quality of data.

13. What are recommendations on the design of the end evaluation in 2025?

Extensive consultation is needed to which firm is selected to conduct the evaluation, the criteria for selection must be agreed on, likewise what needs to be evaluated and the indicators to be evaluated. The evaluation approach should be highly participatory and consultative, there should be a validation workshop where all stakeholders can contribute to better the report. These steps will promote collective ownership of the evaluation report.

13.1 What steps need to be taken to prepare for this?

Funding and financials for the actions indicated have been specified in the second phase. Also, the CFI is looking to include impact indicators in the new evaluation process. There will be a reportage on the impact of the project. E.g. Impact on emissions etc. There is also the consideration of reporting on cocoa production levels as part of the impact evaluation. The CFI also plans to increase membership to the platform.

Efficiency

14. To what extent are the platforms' interventions expected to deliver results in a timely way?

The CFI interventions are designed to work and deliver on its stated objectives within stipulated timelines. By this the CFI is able to assess the timeliness of progress. The private sector have done significant work in terms of provision of alternative livelihood. In communities where the private sector companies are working most farmers are engaged in alternative livelihoods such as beekeeping, catfish farming and piggery. They also teach the farmers good business practices which is making their businesses sustainable. Aside the COCOBOD and the Forestry Commission the private sector has done some mapping but this was done in isolation so the data gathered currently covers only about 5% of farmers. The outcome of that mapping has led to the implementation of the National Traceability System. COCOBOD is currently scaling their efforts through an interoperable National Traceability System. This will prevent duplication of efforts, and the data can be used for additional services such as certification, financial transparency among others. COCOBOD has also done well with productivity enhancement for farmers (From a 450kg/ha to 700kg/ha).

14.1 What are the strengths and weaknesses of the approach?

15. To what extent is efficient use made of the financial and human resources available to the platforms?

Beside project funding available to IDH to support its facilitation and convening role, there is no direct funding available for implementing the planned activities in the National implementation plan. Companies manage and allocation funds to the various activities they have committed to on the CFI. Signatories therefore are therefore not obliged to report directly to IDH how they efficiently utilized funds they committed to CFI activities. On the part IDH, they explained CFI resource have been used efficiently. In terms of the human resource, the secretariat lacks the resource to employ personnel to run the secretariat,

15.1 Please explain why or why not.

It was initially thought that CFI could end in two years, but this is not the case. CFI was able to achieve certain things but there were some that couldn't get done. For instance, in the implementation plan it was stated by 2020 there will be full traceability but it has taken COCOBOD a while to get the base data.

Sustainability

16. What are potential strategies to ensure sustainability of the platforms beyond 2025?

The following are some potential strategies to be carried out by IDH and WCF to ensure sustainability of the project beyond 2025. The following actions have been taken to ensures sustainability of the platform:

- IDH is gradually shifting and relinquishing its role as a facilitator and convener to the Ministry and the secretariat to take up the active implementation of CFI. In line with this IDH has been building the human capacity of the members especially in the public sector to take up this role. Particularly the Ministry of Lands and Natural Resources.
- IDH is working at developing modalities to embed the CFI secretariat into the mainstream function and organisation of the Ministry of Lands and Natural Resources.

- IDH has worked on improving on procurement practices of private sector signatories such as not sourcing from reserved forest areas, not buying cocoa if doesn't meet certain quality.
- Private sector signatories have now incorporated good business practices in terms of procurement practices etc. in their daily processes.
- IDH hopes that the results and impact of the initiative should be enough motivation to the various actors and stakeholders of the initiative to continue on the platform when IDH exits.

16.1 What is a realistic time-frame for the platform to operate independently?

From the data, no definite time frame was given, however the various responded stated the following should be out in place before the platform can operate independently:

- Stakeholders such farmers and CSOs need to understand and buy into CFI, when this happens it can be independent of IDH. They will value the CFI as an in-country initiative where people protect the forest, add on to the forest resources and also enhance the image of humans who are close to the forest.

16.2 How has or will the project establish(ed) ownership?

To create ownership of CFI, need to widen and be opened to and sustain gains beyond the national level institutions, significant engagement has been done to get buy-in from local level authorities, traditional chiefs, opinion leaders and district assemblies beyond the national level institutions. Monitoring and evaluation framework/systems should be robust and capture relevant data can be used to make attribution of outputs and outcomes specific to CFI. There should be an established impact evaluation regime to assess the socio-economic and environmental impact of CFI. Attribution will be critical to incentivizing partners to remain committed to

17. Will the platforms need to be continued or will it be possible to phase out the platforms by 2025?

Reducing deforestation has become gained significant global interest, there are different approaches and initiatives that target reducing deforestation. CFI is perhaps the foremost initiative that focused on reducing deforestation associated with cocoa production in Ghana. To harvest the impact of CFI in Ghana, it is important to expand the time horizon beyond 2025. A few of the responses suggest the decision phase out the platform would also hinge on the outcomes from the 2025. On the part of WCF, CFI has been recognized by WCF board and has become integral strategic approach, hence signatories to CFI would need to continue.

17.1 What steps can be taken to move towards a responsible phase-out of IDH?

To move towards a responsible phase-out of IDH the following steps were suggested IDH must ensure there is collective ownership of CFI. First IDH should use its international ties to deepen the collaboration between Ghana and Côte d'Ivoire, in areas pricing, methods of mapping and standardize definitions of what constitutes forests. An effective collaboration between Ghana and Côte d'Ivoire will encourage common standard in cocoa production in Africa. Other countries who are also moving into cocoa to copy good practices from the African sub region.

Quote Secretariat Member: "If Ghana strengthens our standards and the standards in Côte d'Ivoire are loose farmers from Ghana will move into Côte d'Ivoire"

LESSONS LEARNED

- The CFI is highly integrated within the national and regional policies in the sector.

The National Implementation Plan NIP aligned with existing initiatives, programs and projects targeting the reduction of deforestation by the Government of Ghana and private companies (Ghana Cocoa Board and Forestry Commission).

- Under estimation work required and program duration

CFI was ambitious in scope, but underestimated the volume of work and time required to complete initial background works such getting stakeholder buy-in and other soft issues. IDH was new to the sector and the signatories. The signatories were more aligned to World Cocoa Foundation (WCF), this affected the initial coordination and collaboration between IDH and WCF (in charge of bringing together the private sector members or signatories).

- Poor attribution of outcomes to level of effort may serve as a disincentive for some actors on CFI

The design of CFI encourages collective ownership of project outcomes has both positive and negative effect, future attribution of outcomes to each of the partners and signatories remains critical a challenge to resolve. This is may be a disincentive for the parties to continue working on CFI, they may commit less to CFI. There is over concentration and centralization effort creates duplication of interventions being implemented by Signatories to CFI and other stakeholders. This has the potential of delaying set targets for reducing deforestation in the Cocoa sector. Although, CFI has facilitated better engagements and collaboration among stakeholders, signatories are likely to remain inward looking due industry competition and rivalry.

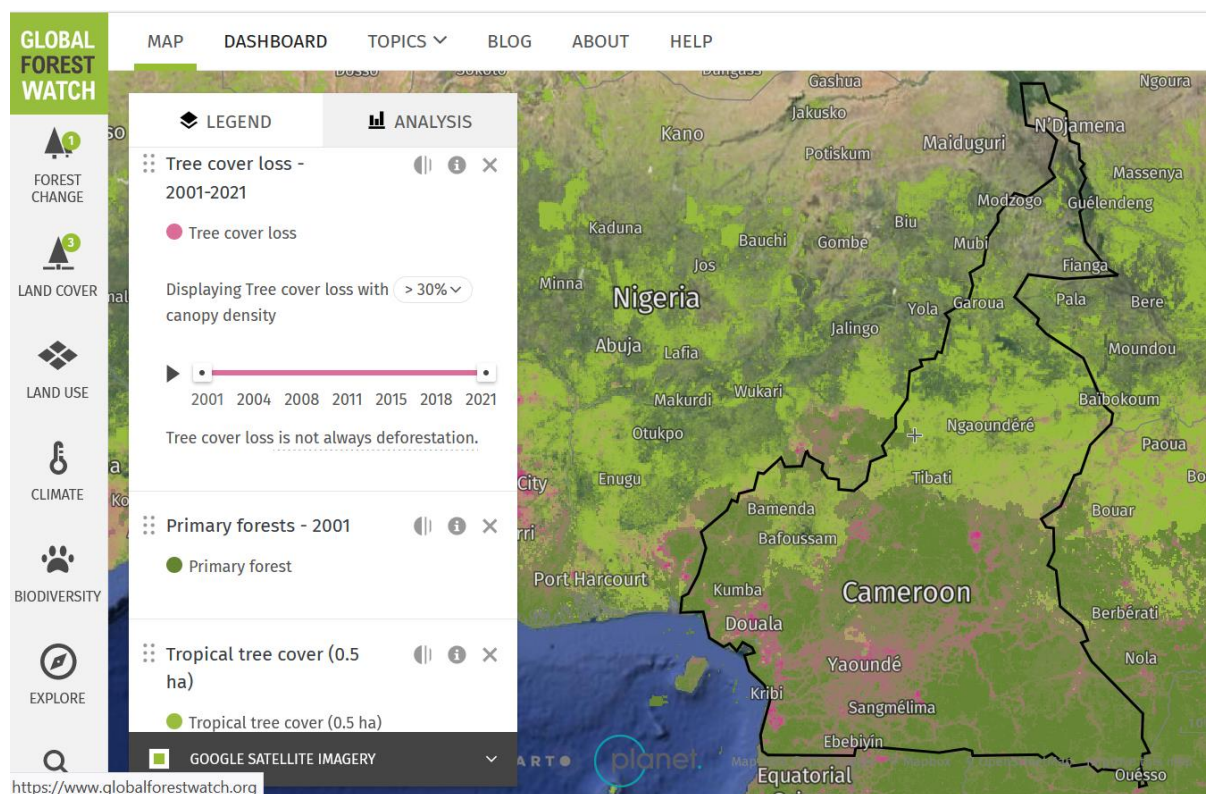
- Lack of budgetary allocation for Implementation of Nation Plan.

The lack of budgetary allocation for planned activities in the National Implementation Plan (NIP) create gaps in funding of planned activities and reduced commitment to stated activities by the signatories and other stakeholders. Inadequate financial resource and under capacity rendered the Secretariat in effective. It struggled to actively roll out its obligations the CFI, it was challenged by the lack of funding and human capacity. They may be doing their best to get the collaboration and interaction working based on what capacity they have now.

- This was difficult to attain from unset, before the initiative stakeholder collaboration was not that effective, especially the ease of engagement between the private sector and government institutions.

- There is significant political economy surrounding who is qualified to carry out implementation of CFI activities. The CSOs, the State institutions and the Companies.

ANNEX 3: COUNTRY SUMMARY REPORT, CAMEROON



According to Global Forest Watch, in 2010, Cameroon had 30.4Mha of natural forest, extending over 66% of its land area. In 2021, it lost 167kha of natural forest, equivalent to 105Mt of CO₂ emissions. From 2001 to 2021, Cameroon lost 805kha of humid primary forest, making up 48% of its total tree cover loss in the same time period. Total area of humid primary forest in Cameroon decreased by 4.2% in this time period. From 2001 to 2021, Cameroon lost 1.70Mha of tree cover, equivalent to a 5.4% decrease in tree cover since 2000, and 1.01Gt of CO₂e emissions.

Introduction

With more than 290,000 tonnes of cocoa produced during the last season¹³ – representing the best tonnage in the last seven seasons – Cameroon is the third largest cocoa-producing country in Africa, and the fourth worldwide.

¹³ From August 1st, 2021 to July 15th, 2022

The commodity plays a critical role in the country's economy, as it is the second largest export product¹⁴, with an average of US\$2 billion in export sales per year. While Cameroon's ambition is to increase the production to 640,000 tonnes per year by 2030, the quality of the country's cocoa has declined over the past two decades, partly due to a lack of sectoral support. As a result, Cameroon's cocoa is sold at a reduced price on the conventional international market. These developments have made cocoa farming an unattractive activity for Cameroonian youth, while the remaining small-scale cocoa farmers are seeking to increase their incomes by extending cocoa cultivation into the forests.

In Cameroon, tropical rainforests cover around 46% of the national territory and account for 11% of the forests in the Congo Basin. As a result, Cameroon has the third largest area of forest in the Congo Basin, after the Democratic Republic of Congo and Gabon. However, the country is facing the adverse effects of climate change and increasing pressure on forests. The main driver of deforestation is agriculture, particularly the expansion of cash crops, notably cocoa. If not properly planned, the country's ambition to increase cocoa production to 640,000 tonnes per year could create further unsustainable pressure on Cameroon's forests.

Relevance

In Cameroon, the main challenge faced in the cocoa sector relates to productivity and limited profitability for producers. This is explained by (1) the poor organization of scattered producers, limiting their influence on unit prices for field sales, and (2) the lack of quality infrastructure and equipment (fermenting, drying, packaging and transport), and (3) the low production and accessibility to qualitative seedlings and planting material.

Land tenure is another major challenge, as land access is not always conducive to the development of agriculture in general and cocoa farming in particular. There is an urgent need for agrarian reform in Cameroon, and a clear definition of responsible agricultural practices, i.e. those that minimize the harmful effects of land use.

While the above challenges are well known, the new European Union regulation have created yet more challenges, namely that of complying with new sustainability requirements. These requirements represent an additional challenge for producers, considering the ageing of plantations and the scarcity of manpower (low level of involvement of young people in cocoa production).

The cocoa sector in Cameroon needs to bring bean quality up to international standards. There is also a need for access to quality inputs, notably biopesticides. Although cocoa farmers have a better mastery of technical itineraries, there is still no standard protocol for treatment (mirid and capsid control). Depending on the production basin, farmers use a treatment or combination of treatments that they consider effective.

On an institutional level, cocoa marketing laws and decrees should be revised, which up to now have placed the administrative authority at the heart of cocoa marketing activities in the production basins. Indeed, the administrative authority is the entity validating the market calendar before any discussions with buyers. Moreover, there is a need to review export taxation, which is currently

¹⁴ Sales of raw cocoa beans accounted for 13% of Cameroon's export earnings, behind crude petroleum oils (39%), National Institute of Statistics (INS)

higher than royalties. Finally, the interventions of stakeholders with producers should be harmonized, including pooling efforts in order to avoid duplication.

The RDFC platform, recently launched, is expected to create synergies between actors in the cocoa sector and to provide accurate data on production, in order to ensure that the producer gets a better selling price. In the long term, the RDFC platform is also expected to determine the level of contribution of cocoa farming to deforestation.

Key players in Cameroon's cocoa-growing sector are involved in the RDFC platform. These include institutional players (MINADER, MINCOMMERCE, MINFORET, MINEDP, ONCC), cocoa marketing and export companies (TELCAR/ CARGIL, PRODUCAM/ NEO-Industrie), national NGOs (FODER, SAILD), international organizations (CIFOR/ ICRAF), and producer representatives (CONAPROCAM, SUWEFCO). Technical and financial partners, although not signatories, also take part in some of the platform's activities.

The role of each actor is clearly defined in the joint decree N°0390/MINADER/MINCOMMERCE of November 21st, 2022, establishing the organization and operation of the Sustainable Cocoa Committee. The Technical Secretariat, co-managed by ONCC and IDH, and composed of the institutions in charge of defining cocoa production and marketing policy in Cameroon (Ministry of Agriculture and Rural Development, Ministry of Trade, Ministry of Forests, ONCC) is responsible for implementing the platform's action plan. Thematic groups made up of different stakeholders contribute to the reflection according to their field of intervention.

The early involvement of relevant actors in the platform development process contributed to the clarity of each stakeholder's role, according to both the guidelines set out in the decree of creation and the roadmap, validated at the launch meeting in February 2023. As so, ONCC holds the presidency, supported by IDH. MINADER provides strategic guidance on the organization and structuring of producers along the value chain. The Ministry of Trade and ONCC focus on marketing strategies that sell the brand image of Cameroonian cocoa on the international scene and work to improve producer prices.

As the implementation of actions progresses, the need to involve new actors – including local communities – should be identified by the RDFC platform. Stakeholder groups presented below could be integrated into the thematic groups and work as resource persons.

The platform's current composition reflects a diversity of categories, genders and age groups. However, women – that are active in local cocoa processing – are poorly represented on the platform, and even less so on the Technical Secretariat. Additionally, young people should also be considered in the platform, as they need to be made more aware of their involvement in cocoa farming: as plantations age, a young workforce will be needed to rejuvenate them.

In view of the land issues at stake in Cameroon, local authorities could also take part in the platform's actions for two main reasons. Their involvement could facilitate access to land for production, legislation application, and awareness-raising for the population on responsible agricultural practices.

Coherence

The RDFC platform brings together the sectoral key stakeholder categories, thus it is compatible and complementary to other initiatives. Indeed, the composition of the Secretariat and the thematic groups is made up of stakeholders in charge of defining and implementing national and international strategies in the sector.

The RDFC platform is aligned with national strategies, including National Forest Management plans and strategies, as well as the National Climate-intelligent Agriculture Strategy. It is also coherence with international strategies, such as the European Union's regulation on sustainability.

The coherence of the Cameroon platform's actions with national and international strategies will be clearly visible in the implementation of the roadmap. For example, the European Union's requirements on sustainability. In addition, the composition of the secretariat and the thematic groups is made up of all the key players in charge of defining and implementing national and international strategies in the sectors concerned.

It also constitutes a hub for knowledge sharing and strategic discussions, as well as a space for stakeholders to inform on their initiatives, which limits duplication of efforts and fosters resources pooling. For instance, the zero deforestation cocoa initiative supported by IDH in certain production basins is complementary to GIZ ProCISA initiative¹⁵ on organic cocoa farming. Several deforestation-related initiatives are also in place, including REDD+ and certification programs.

As conceived, the coordination of the platform's actions should facilitate the effectiveness of interventions and increase the benefits for target groups.

Being the co-facilitator of the RDFC platform in Cameroon, IDH still plays the role of watchdog to ensure that actions and decisions taken are in line with the defined roadmap. Still, the organization is not directly involved in decision-making, but acts as a referent for technical advice on specific points of the roadmap.

Effectiveness

The multi-year roadmap is designed to achieve various results in terms of structuring, increasing productivity, improving selling prices, motivating stakeholders – especially producers –, and above all meeting international sustainability requirements. However, the RDFC platform being just launched, it is not yet possible to assess its effectiveness.

Cameroon action plan was designed by the stakeholders themselves. The joint decision to create the RDFC platform is a major force in legitimizing the action plan over the long term. The financing of the action plan is one of the main strengths in the case of Cameroon, as the government has allocated a budget corresponding to 0.05 FCFA per kilogram of cocoa sold to implement the action plan.

As conceived, it is still difficult to identify any major weaknesses in Cameroon's action plan. Its gradual implementation may reveal weaknesses. The absence of agricultural financing structures within the RDFC platform cannot yet be perceived as a limitation at this stage of the action plan's

¹⁵ Programme mondial Centres d'innovations vertes pour le secteur agricole et agroalimentaire (ProCISA) See : <https://www.giz.de/en/worldwide/32209.html>

implementation. Furthermore, as the platform is called upon to diversify its sources of funding, there may be a conflict of interest with certain signatory institutions, and this may constitute a bottleneck to the success of the RDFC platform in the long term.

The RDFC platform is in its infancy in Cameroon, but the action plan provides for the implementation of joint actions to be developed by the various thematic groups in place. Insofar, as all the signatories are members of the Secretariat and the thematic groups, they are and should be effectively involved in implementing the platform's action plan.

Each signatory wants to comply with international sustainability requirements. According to the stakeholders, particularly the companies, the RDFC platform enables them to comply with the requirements of international trade in the European area, the deadline for which is set up for 2025.

IDH is seen by stakeholders as the institution that has worked to make the platform effective. Although IDH is recognized as the main instigator of the RDFC platform, a majority of stakeholders believe that the platform can now evolve within IDH. However, coaching is still needed to ensure an effective transition.

Efficiency

The RDFC platform has an action plan, and IDH and ONCC are working together to ensure that it is effectively implemented. Nonetheless, the execution of tasks has been delayed due to overloaded agendas of members, especially of the Secretariat. Even if tasks are eventually carried out, some are not done within the time/period initially allotted.

The human resources available remain the representatives of the signatory and member institutions. The commitment of each stakeholder depends on the key role played either in the Technical Secretariat or in the thematic working groups.

Two months after the launch, the RDFC platform is still developing tools and strategies for the effective implementation of roadmap actions. There is currently a schedule of activities, which members are endeavouring to adhere to. The financial resources from royalties is not yet effective (enforceable). IDH continues to facilitate this, and each representative takes responsibility for the platform's activities.

At this stage in the implementation of the platform's actions, it is difficult to give an objective assessment of the efficient use of both financial and human resources.

Sustainability

The establishment of a Sustainable Cocoa Committee in Cameroon in the form of a decree is a factor of sustainability. The decree sets out a percentage fee for its operation. Secondly, the members of the RDFC platform are institutions which in turn designate their physical representatives on the Committee. As long as these institutions remain operational, the platform should continue to exist.

According to IDH and the other stakeholders, the co-facilitation currently provided could enable the platform to be independent. The stakeholders agreed that IDH should draw up a phasing-out plan, which is one of the actions in the roadmap. In the case of Cameroon, the platform is not divided into phases, but rather into action plans, which will be renewed as actions are implemented and new issues and challenges arise. In this case, it will be necessary to finalize the gradual withdrawal plan, especially within the technical secretariat and the technical working groups.

Recommendations

The RDFC platform appears to be dynamic and animated by the commitment of several signatories. However, it remains to be seen whether IDH will continue to play an essential role in raising awareness, informing members and implementing activities. The unclear definition of an exit plan would undermine the sustainability of the platform. In order to maintain the dynamism that attracts commitment, it is recommended to

1. create a specific office for the RDFC platform, with staff to run the Secretariat on a day-to-day basis. At present, members of the Technical Secretariat meet only once a year. Beyond the statutory meetings, it will be important to have a staff in charge of communication, for example, and monitoring of the implementation of the roadmap.
2. Draw up IDH's withdrawal plan as soon as possible. As IDH's intervention is still very much present after the launch, this is not yet prompting several members to take on their responsibilities, as in their view IDH is carrying on as usual.
3. Prioritize discussions with the government, specifically the Ministry of Commerce and the Ministry of Finance, the strategy for paying the promised fee for the platform's operation.
4. Entrust IDH with an advisory role after its definitive withdrawal from the Secretariat, or consider its focal point as a key resource person for guidance and advice to the Committee.
5. Take into account the diversity of stakeholders in decision-making, and give members a reasonable amount of time to participate in meetings. Information is often circulated on the eve of meetings, and stakeholders living outside the city of Yaoundé find it more difficult to participate. In this sense, a suggestion was made to rotate meetings between Yaoundé and Douala, where some key stakeholders are based.

ANNEX 4: EVALUATION MATRIX

Key Evaluation Questions	Sub-Questions	Indicators	Data source	Data collection methods and tools
Relevance				
Are the platforms ¹² focusing on the relevant challenges and strategies in their national and international contexts?	<p>What are the challenges and needs?</p> <p>What are the related national and regional strategies?</p> <p>What should be adjusted (if applicable)?</p>	<ul style="list-style-type: none"> - Relevancy of the strategies against the needs - Alignment of the platforms with national and regional strategies - Evidence of unmet needs through the platforms' work - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - National Strategies - IDH staff - Project partners¹³ 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs
Are the right stakeholders involved in the platforms?	<p>Which stakeholders are involved?</p> <p>What are their roles?</p> <p>Are their roles clear and in line with their capacities?</p>	<ul style="list-style-type: none"> - Diversity of stakeholders involved - Technical capacities of action - Institutional capacities of action - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs
Are the right partners involved in the platforms' secretariat?	<p>Which partners are involved?</p> <p>What are their roles?</p> <p>Are their roles clear and in line with their capacities?</p>	<ul style="list-style-type: none"> - Representativity of stakeholders involved - Decision-making capacities for action - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs

Are the platforms sufficiently inclusive?	<p>Are farmer representatives, local communities and local authorities included in a meaningful way?</p> <p>Are women and youth included in a meaningful way?</p> <p>Do the platforms meet the needs of these target groups?</p> <p>If yes, how? If no, why not?</p>	<ul style="list-style-type: none"> - Evidence of participatory approaches - Gender dimension of the platforms' structure and activities - Evidence of tackled needs for the final beneficiaries - Level of satisfaction of stakeholders - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - Field Survey - FGDs
Coherence				
To what extent are the platforms compatible and complementary to other programs, investments and policies in the relevant country?	<p>If yes, to what extent do the platforms add value while avoiding duplication of effort?</p> <p>If not, what was the reason for this?</p>	<ul style="list-style-type: none"> - Evidence of compatibility and complementarity with other programs, investments and policies - Evidence of synergies created - Evidence of overlapping interventions - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs - Online survey
To what extent are the approaches of the platforms coherent?	<p>If yes, please explain why.</p> <p>If no, why not?</p> <p>What can IDH do to strengthen the coherence?</p>	<ul style="list-style-type: none"> - Evidence of coherence between the three platforms - Evidence of the platforms' adaptation to their context of implementation 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs - Online survey

		<ul style="list-style-type: none"> - Structural and functional differences between the platforms - Perception of project staff and partners 		
How does IDH's role in the platforms and the secretariats fit with IDH Theory of Change and the Theory of Change of the IDH Business Unit Agri-Commodities?	<p>Which elements of IDH's role in the platforms and secretariats fit well with the IDH's Theory of Change?</p> <p>Which elements do not fit well?</p>	<ul style="list-style-type: none"> - Alignment of IDH actions in/ for the platforms with the ToCs - Complementary of the platforms' work with other IDH initiatives within the ToCs - Logic of pathways - Evidence of the integration of convening aspects in ToCs - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH ToC - IDH Business Unit ToC - IDH staff 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs
To what extent are the platforms coherent with IDH's gender strategy?	<p>Please explain why or why not.</p> <p>What are opportunities for better integration of gender in the platforms?</p>	<ul style="list-style-type: none"> - Evidence of coherence with IDH's gender strategy - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH staff 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs
Effectiveness				
What lessons from the first phase of CFI (2017-2021) are relevant for the implementation of CFI phase two (2022-2025) and the Roadmap in Cameroon?	<p>What are the main results from the first phase of CFI?</p> <p>Have the lessons been sufficiently integrated in the planned activities and governance?</p>	<ul style="list-style-type: none"> - Progress in the first phase (against targets) - Lessons learned from the first phase - Enabling factors for progress 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs - Online survey

	<p>Was there sufficient engagement to fulfil all obligations?</p> <p>Did the governance allow for sufficient and effective interaction?</p> <p>Has trust been built and nurtured for constructive collaboration?</p>	<ul style="list-style-type: none"> - Hindering factors for progress - Evidence of IDH added value to the platforms' functioning - Perception of project staff and partners 		
<p>Are the platforms' multi-year action plans for Côte d'Ivoire, Ghana and Cameroon expected to achieve the envisioned results?</p>	<p>What are the main strengths of the action plans?</p> <p>What are the main weaknesses of the action plans?</p>	<ul style="list-style-type: none"> - Evidence of integrated approaches - Evidence of incentives for the achievement of the results - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs
<p>To what extent is the support provided by the platforms, through the joint action plan, secretariat and governance, expected to enable effective implementation by the signatories?</p>	<p>What is expected to be the additionality of the platforms for signatories in general?</p> <p>What was and is expected to be the additionality of IDH specifically?</p> <p>To what extent are the platforms focused on creating results that can only be achieved together through close collaboration?</p> <p>To what extent are the platforms expected to influence</p>	<ul style="list-style-type: none"> - Perception of IDH and the platforms' roles in the implementation - Evidence of collaboration-driven results - Evidence of the platforms' objectives in signatories' objectives - IDH sphere of influence on signatories actions - Evidence of IDH unmet expectations 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs - Online survey

	<p>the signatories organization's internal operations and implementation strategies?</p> <p>What are the limitations and boundaries of IDH's role as a convener to achieve its objectives?</p>	<ul style="list-style-type: none"> - Perception of project staff and partners 		
<p>To what extent do the monitoring systems of the platforms provide relevant and quality (impact-level) data?</p>	<p>Are the monitoring systems operating resource efficiently?</p> <p>How could they be improved?</p>	<ul style="list-style-type: none"> - Monitoring systems content (including SMART indicators) - Operationalization of the monitoring systems - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs
<p>What are recommendations on the design of the end evaluation in 2025?</p>	<p>What steps need to be taken to prepare for this?</p>	<ul style="list-style-type: none"> - IDH expectations regarding the end evaluation - IDH and partners capacities - Perception of project staff and partners 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs
Efficiency				
<p>To what extent are the platforms' interventions expected to deliver results in a timely way?</p>	<p>What are the strengths and weaknesses of the approach?</p>	<ul style="list-style-type: none"> - Adequacy of the expected achievements of outputs and outcomes with workplan - Adequacy of expected expenditures with budget plan 	<ul style="list-style-type: none"> -Project Documents -Progress reports -Financial reports - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII)

<p>To what extent is efficient use made of the financial and human resources available to the platforms?</p>	<p>Please explain why or why not.</p>	<ul style="list-style-type: none"> - Efficiency of project expenditure so far - % of budget spent - % and cost of personnel 	<ul style="list-style-type: none"> -Project Documents -Progress reports -Financial reports - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - Online survey
<p>Sustainability</p>				
<p>What are potential strategies to ensure sustainability of the platforms beyond 2025?</p>	<p>What is a realistic time-frame for the platform to operate independently?</p> <p>How has or will the project establish(ed) ownership?</p>	<ul style="list-style-type: none"> - Evidence of increased capacities and resources for the platforms' operation - Evidence of stakeholders self-driven actions - Perception of project staff and other stakeholders 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - Field survey - FGDs - Online survey
<p>Will the platforms need to be continued or will it be possible to phase out the platforms by 2025?</p>	<p>What steps can be taken to move towards a responsible phase-out of IDH?</p>	<ul style="list-style-type: none"> - Existence and quality of the exit strategy - Level of knowledge of the exit strategy - Perception of project staff and other stakeholders 	<ul style="list-style-type: none"> - Project Documents - IDH staff - Project partners 	<ul style="list-style-type: none"> - Document review - Interviews (KII) - FGDs - Online survey

ANNEX 5: DATA COLLECTION TOOLKIT

ONLINE SURVEY

Cocoa & Forests Initiatives & Roadmap to Deforestation-free Cocoa - IDH support

Start of Block: Introduction

Dear Sir or Madam,

Welcome to this online survey for the ex-ante evaluation of IDH support to the Cocoa & Forests Initiative and the Roadmap to Deforestation-free Cocoa.

This e-survey is designed to provide useful information that will help improve IDH support and provide constructive recommendations to the Cocoa & Forests Initiative and the Roadmap to Deforestation-free Cocoa. Your insights and responses are greatly appreciated and are valuable to the success of the platforms.

The e-survey should take no more than 10 minutes to complete.
We kindly request you to respond to this survey **by Friday March 24, 2023**.

This survey has been designed and is managed by Baastel independent evaluation team.

Your individual feedback will be kept confidential to the evaluator.

You may contact the survey manager Mrs. Glasser via laetitia.glasser@baastel.com if you have any questions on the survey.

We thank you in advance for your valuable contribution to this important evaluation exercise.

End of Block: Introduction

Start of Block: Respondent's company Identification

Q1 What country/ countries does your company work in?
Multiple answers possible.

Côte d'Ivoire

Ghana

Cameroon

Q2 What is/are the activity/ activities of your company?
Multiple answers possible.

Cocoa trading

Cocoa processing

Chocolate manufacturing

Other (please specify) _____

Q3 To which platform(s) is your company a signatory?
Multiple answers possible.

Cocoa & Forests Initiative, Côte d'Ivoire

Cocoa & Forests Initiative, Ghana

Roadmap to Deforestation-free Cocoa, Cameroon

End of Block: Respondent's company Identification

Start of Block: Platforms Complementarity

Q6 Why has your company chosen to take part in the Cocoa & Forests Initiative and/or the Roadmap to Deforestation-free Cocoa?

Q7 Does your company take part in other programs, investments and initiatives taking place in the cocoa sector in your country/ countries of operation, and related to deforestation?

- Yes
- No
- I don't know

Display This Question:

If Does your company take part in other programs, investments and initiatives taking place in the co... = Yes

Q8 Please specify

- Initiative(s) name(s) _____
- Country(ies) and/ or region(s)

Q9 According to you, what is the added value of the Cocoa & Forests Initiative and/or the Roadmap to Deforestation-free Cocoa to other initiative(s) in the sectors of cocoa and deforestation?

Q10 According to you, what could be done to strengthen the coherence between these initiatives?

End of Block: Platforms Complementarity

Start of Block: Results

Display This Question:

If To which platform(s) is your company a signatory? Multiple answers possible. = Cocoa & Forests Initiative, Côte d'Ivoire

And To which platform(s) is your company a signatory? Multiple answers possible. = Cocoa & Forests Initiative, Ghana

Q11 How would you rate the results from the first phase of the Cocoa & Forests Initiative in terms of ..?

(from 0 star = very unsatisfactory to 5 stars = very satisfactory)

Forest Protection and Restoration					
Sustainable cocoa production and Farmers livelihoods					
Community Engagement and Social Inclusion					

Q12 According to you, what should the platform(s) do to support your company in fulfilling the core commitments of the Joint Framework of Action?

End of Block: Results

Start of Block: Private Sector Engagement

Q13 How would you assess your company's engagement to the eight (8) core commitments of the platform(s) so far?

	Disengaged	Somewhat engaged	Actively engaged	Highly engaged	I don't know/ Not applicable
Prohibit and prevent activities that cause or contribute to any further deforestation or forest degradation in the cocoa sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect the rights of cocoa farmers , including identifying and mitigating social risks, and sequencing the implementation of actions to minimize potential adverse social and economic impacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promote the effective restoration and long-term conservation of National Parks, Wildlife Sanctuaries, Wildlife Resource Reserves, Forest Reserves and Classified Forests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strengthen supply chain mapping , with the end goal of full traceability at the farm-level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement verifiable actions and timebound targets on the basis of sound data, robust and credible methodologies, stakeholder consultation, and realistic timeframes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement agreed actions in the context of a broader landscape-level approach , with strong links with similar initiatives in other commodities, and full alignment with the national REDD+ strategy, and other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

relevant national strategies
and plans

Work together and embrace shared responsibility to implement the Framework actions, including continued engagement in a multi-stakeholder process for dialogue on key issues, development of effective implementation plans, and joint learning and knowledge sharing, and mobilize the necessary financing resources and technical support for implementation



Provide effective monitoring and reporting on progress on commitments and actions to ensure transparency and accountability



Display This Question:

If How would you assess your company's engagement to the eight (8) core commitments of the platform(... = Disengaged

And How would you assess your company's engagement to the eight (8) core commitments of the platform(... = Somewhat engaged

Q14 What are the factors hindering your engagement?

Display This Question:

If How would you assess your company's engagement to the eight (8) core commitments of the platform(... = Actively engaged

And How would you assess your company's engagement to the eight (8) core commitments of the platform(... = Highly engaged

Q15 What are the factors enabling your engagement?

End of Block: Private Sector Engagement

Start of Block: IDH role

Q16 How do you understand the role of IDH in the Cocoa & Forests Initiative and/ or the Roadmap to Deforestation-free Cocoa?

Multiple answers possible

- Connecting role** *Connecting actors, mobilizing and committing actors*
- Mediating role** *Mitigating potential conflicts of interest, building trust, managing expectations, crafting a shared vision Providing governance tools and coordinating structures*
- Stimulating role** *Stimulating the innovation process and outcomes Identifying sources of advice, support, and funding for the innovation process Creating the urgency for innovation and providing inspiration Ensuring openness and transparency in the data ecosystem*
- Learning catalyst** *Providing structure or space for joint knowledge creation and mobilization of a collective body Providing research and expertise on the issue, providing best practices and resources for collaboration Legitimizing and diffusing knowledge*
- Infrastructure provision** *Providing an initial set of resources (platform, tools, expertise) Leveraging capabilities across the network Making the creation of products/ services by third parties more efficient*
- Other(s) (please specify) _____

Q17 How satisfied are you about IDH's role as a convener?

- Extremely dissatisfied

- Somewhat dissatisfied
- Somewhat satisfied
- Extremely satisfied
- I don't know/ Not applicable

Q18 Please briefly explain your answer

End of Block: IDH role

Start of Block: Identification

Q19 What company do you work for?

Q20 What is your position?

End of Block: Identification

Start of Block: Comments

Q21 Do you have any other comments or suggestions?

End of Block: Comments

KIIS PROTOCOLS

KII Protocol for Secretariats members

Evaluation introduction

Baastel has been mandated to conduct the ex-ante evaluation of the [Cocoa & Forests Initiative] [Roadmap to Deforestation-free Cocoa], this evaluation has been initiated by IDH Sustainable Trade Initiative. You have been selected to take part in the data collection process. This is not a general evaluation of the CFI/RDFC as a whole but focuses on the role the platform and IDH's convening role in particular, supports the JFA signatories to fulfil their commitments. This evaluation is independent, and the details provided during the interview will remain confidential to the evaluation team. Your name will not be associated with any information you will present, unless you explicitly ask for it.

Interview Details

Interviewer Name:	
Interview Number:	
Date:	
Interviewee(s):	
Interviewee(s) Gender:	
Interviewee(s) Organisation:	
Job title:	
Link to the platform	
Contacts: (email, phone)	

Interview Notes

Background

Interviewee's general background; Nature and dates of interviewee's involvement with the platform.

Topics

Record responses by topic with clear headings – using the EQs where possible, not necessarily in chronological sequence of discussion. Make clear when a direct quote is recorded. Add headings and sub-headings as needed and/or record against evaluation criteria and indicators.

EQs: Relevance

EQs: Coherence

EQs: Effectiveness

EQs: Efficiency

EQs: Sustainability

Non-EQ specific notes

Data/documents provided/recommended

Seek full references for documents not already in evaluation team library.

Other proposed follow-up

e.g. other interviewees recommended (obtain full contact details) / proposals on consultation and dissemination etc.

Interview Questionnaire

RELEVANCE

1. What are the needs and challenges your country faces in the cocoa sector?
2. What are the strategies implemented by your country to tackle these challenges?
 1. Is your country part of regional strategies for the cocoa sector?
 2. How does the [platform] integrate these national/ regional strategies?
3. To what extent does the [platform] work meet your needs in the cocoa sector?
 1. According to you, what should be adjusted?
4. What is your role within the [platform]?
 1. Please describe your main missions within the [platform]
 2. How does your position within the [platform] relate to your mandate within [respondent' organization]?
5. According to you, are the roles of the stakeholders involved in the [platform] clear and in line with their capacities?
6. According to you, what additional stakeholders should be involved within the [platform]?
 1. How could they be engaged in a meaningful way?

2. Particularly, what is/ would be the added value of more inclusivity?

INTERNAL COHERENCE

7. How does the [platform.s] is organized and operated?
1. Do you think that this approach is adapted? Why?

EXTERNAL COHERENCE

8. To your knowledge, what are the other programs, investments and initiatives taking place in the cocoa sector in your country, especially related to deforestation?
1. Is the [platform] complementary/ overlapped with them? Why? How?
9. Does the [platform] collaborate with actors at the international level? How?

EFFECTIVENESS

10. According to you, what are the main results from the first phase of the [platform]? (*not applicable for Cameroon*)
 1. In terms of forest protection and restoration
 2. In terms of sustainable cocoa production and farmer livelihoods
 3. In terms of community engagement and social inclusion
11. According to you, what are the main takeaways/ lessons learned from the [platform] first phase (2017-2021)?
 1. In terms of the [platform]'s governance
 2. In terms of stakeholders' collaboration
 3. In terms of IDH contribution
 4. In terms of results and progress
12. To what extent does the monitoring system of the [platform] provide relevant and quality (impact-level) data?
 1. What (additional) information is/ would be relevant to collect?
 2. How could the monitoring system be improved?
 3. What steps need to be taken for the coming phase?

13. According to you, what are the strengths and weaknesses of the National Action Plan?

1. How is the support provided enabling effective implementation by the signatories?
2. What role IDH is expected/ should play to facilitate its implementation?
3. What are the boundaries of IDH's role as a convener to achieve its objectives?

EFFICIENCY

14. Is the [platform]'s interventions expected to deliver results in a timely way?

15. To what extent is efficient use made of the financial and human resources available to the [platform]? Why?

SUSTAINABILITY

16. According to you, what actions should be taken for the [platform] to operate independently from IDH?

1. In terms of capacities (i.e. human, financial)
2. In terms of engagement (i.e. incentives for signatories to deliver results)
3. In terms of time (i.e. time management and time span)

KII Protocol for Signatories & Companies

Evaluation introduction

Baastel has been mandated to conduct the ex-ante evaluation of the [Cocoa & Forests Initiative] [Roadmap to Deforestation-free Cocoa], this evaluation has been initiated by IDH Sustainable Trade Initiative. You have been selected to take part in the data collection process. This is not a general evaluation of the CFI/RDFC as a whole but focuses on the role the platform and IDH's convening role in particular, supports the JFA signatories to fulfil their commitments. This evaluation is independent, and the details provided during the interview will remain confidential to the evaluation team. Your name will not be associated with any information you will present, unless you explicitly ask for it.

Interview Details

Interviewer Name:	
Interview Number:	
Date:	
Interviewee(s):	
Interviewee(s) Gender:	
Interviewee(s) Organisation:	
Job title:	
Link to the platform	
Contacts: (email, phone)	

Interview Notes

Background

Interviewee's general background; Nature and dates of interviewee's involvement with the platform.

Topics

Record responses by topic with clear headings – using the EQs where possible, not necessarily in chronological sequence of discussion. Make clear when a direct quote is recorded. Add headings and sub-headings as needed and/or record against evaluation criteria and indicators.

EQs: Relevance

EQs: Coherence

EQs: Effectiveness

EQs: Efficiency

EQs: Sustainability

Non-EQ specific notes

Data/documents provided/recommended

Seek full references for documents not already in evaluation team library.

Other proposed follow-up

e.g. other interviewees recommended (obtain full contact details) / proposals on consultation and dissemination etc.

Interview Questionnaire

RELEVANCE

1. Why has your organization chosen to sign in the [platform]?
1. Please describe your main missions/ duties as a signatory of the [platform]
2. How does your position within the [platform] relate to your organization's mandate/ your mandate within [respondent' organization]?
2. To what extent does the [platform]'s work tackle the needs and challenges in the cocoa sector?
 1. What should be adjusted?
3. According to you, should additional stakeholders be involved within the [platform]?
 1. Particularly, would it be an added value to include local stakeholders (cooperatives, local communities and authorities)?
 2. How could they be engaged in a meaningful way?
 3. To your knowledge, what is the [platform] approach to vulnerable populations (i.e. women, youth)?
 4. How does the platform meet the needs of these groups?

INTERNAL COHERENCE

4. How do.es the [platform.s] is.are organized and operated?

1. Do you think that this approach is adapted? Why?

EXTERNAL COHERENCE

5. To your knowledge, what are the other programs, investments and initiatives taking place in the cocoa sector in the region, especially related to deforestation?
 1. Are you part of one/ some of them?
 2. Is the [platform] complementary/ overlapped with them? Why? How?
 3. Particularly, how do the CFIs interact with each other?

EFFECTIVENESS

6. According to you, what are the main results from the first phase of the [platform]? (*not applicable for Cameroon*)
 1. In terms of forest protection and restoration
 2. In terms of sustainable cocoa production and farmer livelihoods
 3. In terms of community engagement and social inclusion
7. How would you describe, if any, the additionality/ added value of the [platform] to you/ your organization?
 1. Particularly, what was and is expected to be the additionality of IDH specifically?
8. According to you, does the [platform]'s governance allow for interaction and collaboration?
 1. With the Secretariat
 2. With the other Signatories
 3. With the cocoa sector actors in general (including authorities)
 4. With the forestry sector actors in general (including authorities)
9. How do you/ your actions relate to the [platform]'s National Action Plan?
 1. How does the [platform] work influence your organization's internal operations and implementation strategies?
 2. How do you meet the reporting requirements? Do you face any challenges? (*not applicable for Cameroon*)

EFFICIENCY

10. According to you, what are the strengths and weaknesses of the National Action Plan?
11. Do you expect the [platform]'s interventions to deliver results?
12. To your knowledge, are there sufficient resources available to the [platform]? Why?

SUSTAINABILITY

13. According to you, what actions should be taken for the [platform] to operate independently?
 1. In terms of capacities (i.e. human, financial)
 2. In terms of signatories' engagement (i.e. within the platform's work and results)
 3. In terms of time (i.e. time management and time span)

KII Protocol for External Stakeholders

Evaluation introduction

Baastel has been mandated to conduct the ex-ante evaluation of the [Cocoa & Forests Initiative] [Roadmap to Deforestation-free Cocoa], this evaluation has been initiated by IDH Sustainable Trade Initiative. You have been selected to take part in the data collection process. This is not a general evaluation of the CFI/RDFC as a whole but focuses on the role the platform and IDH's convening role in particular, supports the JFA signatories to fulfil their commitments. This evaluation is independent, and the details provided during the interview will remain confidential to the evaluation team. Your name will not be associated with any information you will present, unless you explicitly ask for it.

Interview Details

Interviewer Name:	
Interview Number:	
Date:	
Interviewee(s):	
Interviewee(s) Gender:	
Interviewee(s) Organisation:	
Job title:	
Link to the platform	
Contacts: (email, phone)	

Interview Notes

Background

Interviewee's general background; Nature and dates of interviewee's involvement with the platform.

Topics

Record responses by topic with clear headings – using the EQs where possible, not necessarily in chronological sequence of discussion. Make clear when a direct quote is recorded. Add headings and sub-headings as needed and/or record against evaluation criteria and indicators.

EQs: Relevance

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EQs: Efficiency

EQs: Sustainability

Non-EQ specific notes

Data/documents provided/recommended

Seek full references for documents not already in evaluation team library.

Other proposed follow-up

e.g. other interviewees recommended (obtain full contact details) / proposals on consultation and dissemination etc.

Interview Questionnaire

RELEVANCE

1. What are the main needs and challenges in the cocoa sector?
2. To what extent does the [platform.s] work meet the needs in the cocoa sector?
 1. According to you, what should be adjusted?
3. What is your role in relation to the [platform.s]?
 1. Please describe your main missions/duties in relation to the [platform.s]
 2. How does your position in relation to the [platform.s] relate to your organization's mandate?
4. According to you, what additional stakeholders should be involved within the [platform.s]?
 1. How could they be engaged in a meaningful way?
5. Particularly, what is/ would be the added value of more inclusivity?
 1. Of local stakeholders (cooperatives, local communities and authorities)
 2. Of vulnerable populations (i.e. women, youth)

INTERNAL COHERENCE

6. To your knowledge, how do.es the [platform.s] is.are organized and operated?
 1. Do you think that this approach is adapted? Why?

EXTERNAL COHERENCE

7. To your knowledge, what are the other programs, investments and initiatives taking place in the cocoa sector in [country.ies], especially related to deforestation?
1. Is.Are the [platform.s] complementary/ overlapped with them? Why? How?

EFFECTIVENESS

8. How would you describe, if any, the additionality/ added value of the [platform.s]?
9. According to you, does.do the [platform.s]'s governance allows for interaction and collaboration?
 1. With the Secretariat
 2. With the Signatories
 3. With the cocoa sector actors in general (including authorities)
 4. With the forestry sector actors in general (including authorities)
10. According to you, is there sufficient engagement/ incentives to fulfil effective implementation by the signatories?
11. To your knowledge, what is the role of IDH, in the [platform.s] especially?
 1. What role IDH is expected/ should play to facilitate the implementation?
 2. What are the opportunities and boundaries of IDH's role as a convener to achieve its objectives?

SUSTAINABILITY

12. According to you, what actions should be taken for the [platform.s] to operate independently?
 1. In terms of incentives (i.e. incentives for signatories to deliver results)

KII Protocol for IDH Staff

Evaluation introduction

Baastel has been mandated to conduct the ex-ante evaluation of the [Cocoa & Forests Initiative] [Roadmap to Deforestation-free Cocoa], this evaluation has been initiated by IDH Sustainable Trade Initiative. You have been selected to take part in the data collection process. This is not a general evaluation of the CFI/RDFC as a whole but focuses on the role the platform and IDH's convening role in particular, supports the JFA signatories to fulfil their commitments. This evaluation is independent, and the details provided during the interview will remain confidential to the evaluation team. Your name will not be associated with any information you will present, unless you explicitly ask for it.

Interview Details

Interviewer Name:	
Interview Number:	
Date:	
Interviewee(s):	
Interviewee(s) Organisation:	IDH NL – IDH Country Office
Job title:	
Link to the platform	
Contacts: (email, phone)	

Interview Notes

Background

Interviewee's general background; Nature and dates of interviewee's involvement with the platform.

Topics

Record responses by topic with clear headings – using the EQs where possible, not necessarily in chronological sequence of discussion. Make clear when a direct quote is recorded. Add headings and sub-headings as needed and/or record against evaluation criteria and indicators.

EQs: Relevance

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EQs: Efficiency

EQs: Sustainability

Non-EQ specific notes

Data/documents provided/recommended

Seek full references for documents not already in evaluation team library.

Other proposed follow-up

e.g. other interviewees recommended (obtain full contact details) / proposals on consultation and dissemination etc.

Interview Questionnaire

RELEVANCE

1. What are the needs and challenges [country] faces in the cocoa sector?
1. How does the [platform] tend to address them?
2. What challenges are not tackled by the [platform], if any, and why not?
3. What is your role, as IDH, within the [platform]?

Please describe your and IDH main missions within the [platform] in [country].

*Please refer to the theoretical framework presented in the Inception Report
Connecting role/ Mediating role/ Stimulating role/ Learning catalyst/ Infrastructure provision*

4. According to you, are the roles of the stakeholders involved in the [platform] clear and in line with their capacities?
5. What additional stakeholders are/ should be involved in the [platform]?
 1. Including farmer representatives, cooperatives
 2. Including local communities and local authorities
 3. Including the women and the youth
6. Does the [platform] meet the needs of the target groups (including farmers, cooperatives, local communities and authorities)?
 1. Particularly, does the [platform] integrate a gender dimension in its activities? How?

INTERNAL COHERENCE

7. According to you, how does IDH's role in the [platform] fit with IDH Theories of Change?
 1. Improving sector governance (sector convened and capacitated)
 2. Improving business practices (brands, traders, cooperatives) with actions plans and tools
8. How have you integrated gender in the platform?
 1. How could this be improved?

EXTERNAL COHERENCE

9. What are the other programs, investments and initiatives taking place in the cocoa sector in [country] and the region, especially related to deforestation?
 1. Is the [platform] complementary/ overlapped with them? Why? How?
 2. Are synergies being or plan to be created with them?
 3. Particularly, how do the CFIs interact with each other?

EFFECTIVENESS

10. According to you, what are the main results from the first phase of the [platform]? (*not applicable for Cameroon*)
 1. In terms of forest protection and restoration
 2. In terms of sustainable cocoa production and farmer livelihoods
 3. In terms of community engagement and social inclusion
11. According to you, what are the main takeaways/ lessons learned from the [platform] first phase (2017-2021)?
 1. In terms of the [platform]'s governance
 2. In terms of stakeholder's collaboration
 3. In terms of IDH contribution
 4. In terms of results and progress
12. According to you, what are the strengths and weaknesses of the National Action Plan?
 1. What was and is expected to be the additionality of IDH specifically?

2. According to you, what are the boundaries of IDH's role as a convener to achieve its objectives?

13. Based on the first phase results, to what extent does the monitoring system of the [platform] provide relevant and quality data?
 1. To what extent have partners been able to report on progress?
 2. Are some requested data reported as irrelevant?
 3. How could reporting be improved? What steps need to be taken to prepare for the end evaluation in 2025?

EFFICIENCY

14. According to you, what are the strengths and weaknesses of the [country] National Action Plan?

15. To what extent is efficient use made of the financial and human resources available to the [platform]? Why?

SUSTAINABILITY

16. According to you, what actions should be taken for the [platform] to operate independently from IDH?
 1. In terms of capacities (i.e. human, financial)
 2. In terms of incentives (i.e. engagement of signatories to deliver results)
 3. In terms of time (i.e. time management and time span)

17. What is the exit strategy of IDH?
 1. What steps will/ should be taken to move towards a responsible phase-out of IDH?
 2. What would be the realistic timeframe for phase-out?

ANNEX 6: LIST OF INTERVIEWEES

ORGANIZATION	INTERVIEWEE	POSITION	DATE
INTERNATIONAL			
IDH NL	Renske AARNOUDSE	Senior Manager	08/02/2023
IDH NL	Jonas MVA MVA	Cocoa Program Director	14/02/2023
IDH NL	Daan WENSING	Chief Executive	31/01/2023
IDH NL	Violaine BERGER	Senior Manager	10/02/2023
WCF	Ethan BUDIANSKY	Senior Director, Environment	09/02/2023
WRI	Caroline WINCHESTER	Senior Strategy Manager	13/02/2023
VOICE Network	Antonie FOUNTAIN	Managing Director	07/02/2023
NWF	Etelle HIGONNET	Senior Advisor	20/03/2023
Mighty Earth	Samuel MAWUTOR	Senior Advisor	13/02/2023
Cargill	Sebastiaan VAN DER HOEK	Climate & Land Use Advisor	09/02/2023
Mondelez	Cedric VAN CUTSEM	Senior Director Cocoa Life	10/02/2023
NATIONAL			
CÔTE D'IVOIRE			
IDH	Carole ATTOUNGBE	Country Director	01/03/2023
WCF	Youssef N'DJORE	Country Director	22/02/2023
	Charlette OUATTARA	Program Manager	
MINEF	Ynsa TRAORE	Technical Advisor	21/02/2023
CCC	Patricia ASSAMOI	Project Coordinator, Reforestation	20/02/2023
SODEFOR	Hervé Brice ABOUKOUA	Assistant Director, Planning & M&E	27/02/2023
OLAM	Andrew BROOKS	Head of Cocoa Sustainability	06/03/2023
	Arsène GONDO	CFI Coordinator	
	Siaka KONE	Cooperative Manager	
Nestlé	Amara DIOMANDE	Forest & Environment Manager	23/02/2023
GIZ	Vincent BELIGNE	Senior Technical Advisor	03/02/2023
Roscidet	Jean Claude KOYA	Executive Chairman	27/02/2023
GHANA			
IDH	Glowen KYEI-MENSAH	Program Manager	06/02/2023
IDH	Charles BREFO NIMO	Country Manager	07/02/2023
COCOBOD	Michael EKOW AMOAH	Deputy Research Manager	16/02/2023
	Sena TABBICCA	Consultant	
MNLR	Joski Joseph OSIAKWAN	Policy Coordinator	24/02/2023
Barry Callebaut Nyonkopa Cocoa Buying	Fred FRIMPONG	Country Sustainability Manager	18/02/2023
Mondelez International	Jephthah MENSAH	Agricultural & Environmental Manager, Cocoa Life Ghana	14/02/2023
Tropenbos	Mercy Owusu ANSAH	Director	16/02/2023
EcoCare	Obed OWUSU ADDAI	Managing Campaigner	13/03/2023

RAIN	Doreen ASUMAN YEBOAH	Natural Resource governance Director	16/03/2023
WCF	Vincent WOTWE PRATT	Program Manager	27/02/2023
Kwame University	Joana BEULAH ECHERUO	Lecturer	07/03/2023
KASA Initiative	Jonathan GOKAH	Network Coordinator	10/03/2023
CAMEROON			
IDH	Elvis NGWA	Program Manager	20/02/2023
	Christian ENOUGA	Country Manager	
MINADER	Raphaël BIKAI	PADF National Coordinator	13/03/2023
MINCOMMERCE	Narcisse OLINGA	Deputy Director of Trade	12/02/2023
ONCC	Michael NDOPING	Managing Director	01/03/2023
	NUTNGI		
	Eric TCHUENKAM	Deputy Director, Statistics	
Telcar/ Cargill	Roland BESONG	Director of Sustainability	01/03/2023
	Aimé BENDOUKILEKI	M&E Coordinator	
	Fritz BASONG BESONG	Farmers' Livelihood Coordinator	
	Takang Francis AKO	Audit and Compliance Coordinator	
Producam	Frederic OUNDOUA	Head of Sustainability	28/02/2023
Conaprocam	Géraldine SONKOUE	Technical Manager	06/02/2023
CIFOR	Denis SONWA	Senior Researcher	23/02/2023
FODER	Justin KAMGA	Program Manager	24/02/2023
SAILD	Gislain FOMO	Program Officer	22/02/2023

ANNEX 7: IDH FGD PROTOCOL

Date: 15 February 2023 15.00-17.00

Location: IDH Office, Utrecht (The Netherlands)

Facilitator: Mark van Dorp, Baastel

Participants	Contact	Participation mode
Renske Aarnoudse	aarnoudse@idhtrade.org	At IDH office
Jonas Mva Mva	mvamva@idhtrade.org	At IDH office
Kati Oudendijk	oudendijk@idhtrade.org	At IDH office
Dave Boselie	boselie@idhtrade.org	Online
Heidrun Kollenda	kollenda@idhtrade.org	At IDH office
Violaine Berger	berger@idhtrade.org	Online
Ruchira Joshi	joshi@idhtrade.org	Online
Mark van Dorp	mark@bureauvandorp.eu	At IDH office
Laetitia Glasser	laetitia.glasser@baastel.com	Online

Agenda

- Brief update on the data collection process so far
- Focus Group discussion:
 - o Inventorying the current baseline system and methods for data collection
 - Measuring the quality and progress of IDH convening role
 - Lessons learned from previous M&E work on convening at IDH
 - Current state of the M&E system
 - o What are best practices on measuring progress on the convening role?
 - Identified initiatives for best practices to guide the finding of an appropriate methodology
 - Relevant theoretical frameworks
 - o What are the needs of IDH for measuring progress of their support to the CFI and RDFC?
 - Analyzing capacities of partnerships
 - Challenges of IDH's role as a convener of CFI
 - o Which elements need to be improved or added (including new indicators) to the existing baseline system and monitoring system?
 - Insights for the consolidated M&E system
- Wrap-up of the discussion
- Closure of the meeting

ANNEX 8: IDH SENSEMAKING SESSION PROTOCOL

***Presentation of preliminary results (online)
Ex-ante evaluation CFI & RDFC – 17 May 2023***

Participants

<i>Renske AARNOUDSE</i>	<i>IDH</i>
<i>Jonas MVA MVA</i>	<i>IDH</i>
<i>Violaine BERGER</i>	<i>IDH</i>
<i>Dave BOSELIE</i>	<i>IDH</i>
<i>Kati OUDENDIJK</i>	<i>IDH</i>
<i>Nicola SWANN</i>	<i>IDH</i>
<i>Heidrun KOLLEND</i>	<i>IDH</i>
<i>Mark VAN DORP</i>	<i>Baastel</i>
<i>Laetitia GLASSER</i>	<i>Baastel</i>
<i>Casimir GBOKO</i>	<i>Baastel</i>
<i>Eric DEFFOR</i>	<i>Baastel</i>
<i>Nestor NGOUAMBE</i>	<i>Baastel</i>

The session consisted in a presentation of the key findings, preliminary conclusions and recommendations. During the meeting, there was room for questions from IDH.

Presentation outline

1. Introduction
2. Evaluation Tools and Sources
3. Preliminary Conclusions
4. Evaluation Questions and Analytical Framework
5. Findings : IDH Role
6. Monitoring Systems
7. Findings: Monitoring Systems and Sustainability
8. Monitoring Guidance
9. Preliminary Recommendations

ANNEX 9: TERMS OF REFERENCE



Terms of Reference

IDH Sustainable Trade Initiative

Ex-ante evaluation of three African platforms that address deforestation in the cocoa sector

Final version 7 October, 2022

1. Introduction

IDH Sustainable Trade Initiative ("IDH") accelerates and up-scales sustainable trade by building impact-oriented coalitions of front running companies, civil society, governments, knowledge institutions and other stakeholders in several commodity sectors. We convene the interests, strengths and knowledge of public and private partners in sustainability commodity programs that aim to mainstream international and domestic commodity markets. We jointly formulate strategic intervention plans with public and private partners, and we co-invest with partners in activities that generate public goods.

IDH Cocoa Program convenes and supports three African platforms that address deforestation in the cocoa sector:

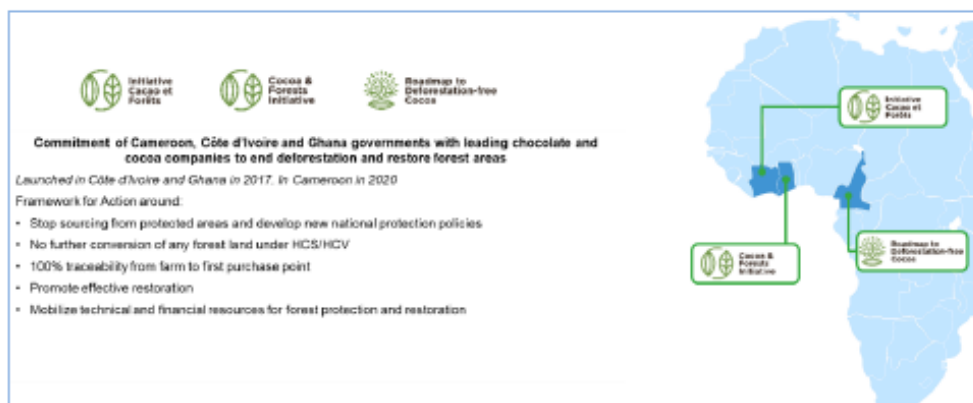
- The Cocoa and Forests Initiative Ghana
- The Cocoa and Forests Initiative Côte d'Ivoire
- The Roadmap to Deforestation-Free Cocoa in Cameroon

The mission of these platforms is to eliminate deforestation from the cocoa value chain via bringing together public and private partners that have signed the platform's Joint Framework of Action (JFA). Each of these platforms builds on the core commitments by the signatories of the country specific JFA and with a detailed action plan outlined activities on forest protection and restoration, sustainable cocoa production and social inclusion & community engagement. IDH has the role of public-private convenor to assure alignment on priorities, address policy bottlenecks and support the platforms with monitoring, communication, and outreach. IDH does so through a close collaboration with the key stakeholders including the World Cocoa Foundation (in Ghana and Côte d'Ivoire), the Ministry of Land and Natural Resources of Ghana, the Ministry of Water and Forests of Côte d'Ivoire and the Ministry of Agriculture and Rural Development of Cameroon.

Each of the three above-mentioned platforms is entering a new phase of implementation, and on basis of these Terms of Reference ("ToR") IDH aims to select a party to do the ex-ante evaluation for the three (above-mentioned) platforms that address deforestation in the cocoa sector.

2. Background

For more details on the three platforms please see Annex 1



Cocoa & Forests Initiative in Côte d'Ivoire and Ghana

Deforestation of tropical rainforests is a major issue in Côte d'Ivoire and Ghana, which together produce nearly two-thirds of the world's supply of cocoa, the main ingredient in chocolate. Côte d'Ivoire and Ghana lost 26% and 9.3% of their humid primary forest respectively between 2002 and 2020, with a significant proportion of deforestation attributable to cocoa farming expansion.

Cocoa provides crucial income to communities in rural West and Central Africa, but farmers are too often faced with poverty – one of the causes of deforestation. Accelerating the transition to sustainable livelihoods is essential to farmers' economic security and to a healthy planet.

For this reason, the governments of Côte d'Ivoire and Ghana as well as 35 leading cocoa and chocolate companies, representing 85% of global cocoa usage, joined together in 2017 to establish the Cocoa & Forests Initiative (CFI) to end deforestation and restore forest areas. Specifically, the public-private partnership outlines commitments to 1) protect and restore forests, 2) promote sustainable cocoa production and farmers' livelihoods and 3) engage communities and boost social inclusion.

The signatories have translated the commitments to frameworks for action and action plans for the private and public sectors. After closing of the start-up phase which ran from 2018-2020, the second phase has recently been launched in both countries with the development and approval of the 2022-2025 implementation plans. These plans focus on furthering public-private investments in selected landscapes, advancing policies on forest monitoring, agroforestry and traceability as well as pushing for wider collaboration at national and international level. More details can be found in Annex 1.

The Cameroon Roadmap to Deforestation-free Cocoa

The cocoa sector plays a vital role in Cameroon for job and wealth creation for local communities, and for forest protection and ecosystem conservation. Globally, Cameroon is an important cocoa producing country, standing as the 4th largest producing country in the world. A role that is all the more important given that Cameroon's tropical forests cover about 46% of the national territory and account for 11% of the forests in the Congo Basin. With an ambitious national target to increase cocoa production from about 300,000 MT to 1,200,000 MT by 2030, cocoa companies, farmer organizations



and technical and financial partners and the Cameroonian government have recognized the risks posed by deforestation and the adverse effects of climate change and have understood that it is an important issue to be able to continue to grow cocoa while preserving the forest.

To increase cocoa production sustainably, protect National Parks and forest areas, and to help farmers find a sustainable livelihood, government, industry and civil society have developed the Cameroon Roadmap to Deforestation-free Cocoa. The roadmap is a public, private, civil society partnership that aims to end cocoa-related deforestation in Cameroon. It builds on the Cocoa & Forests Initiative's Statement of Intent signed by the industry in 2017, through which companies committed to working together, pre competitively, to end deforestation and forest degradation in the cocoa supply chain.

The Roadmap's Joint Framework of Action was signed in 2020 aimed at driving three objectives 1) conservation of the permanent forest domain, as well as restoration of forests that have been degraded by human activities, in particular encroachment by cocoa farms among other factors, 2) sustainable production through intensification and other smart techniques in the non-permanent forest domain, and diversification of income in order to increase farmers' yields and livelihood, to grow "more cocoa on less land" and thereby reduce pressure on forests and 3) engagement and empowerment of cocoa-growing communities. Towards the end of 2022 the Roadmap's sustainable cocoa platform will be formalized by the Cameroonian government, thereby establishing its governance and paving the way for the roll-out of the activities. These activities are centered around the promotion of Cameroonian deforestation-free cocoa, effective landscape investments traceability and forest monitoring. More details can be found in Annex 1.

[IDH's role in the three African platforms that address deforestation in the cocoa sector](#)

IDH has been involved with each of the platforms from the start and brings to the table its experience to convene public and private partnerships as well as technical expertise. With its role as the trusted facilitator with long experience working with the government and (cocoa) companies in West and Central Africa, IDH's role is to convene the signatories for policy dialogue, identifying the need for joint investments, assuring transparent communication and strengthening the accountability of the platform partners. As part of that role IDH provides support to the platforms' secretariats to monitor, coordinate and facilitate the platforms' functioning.

3. Assignment

Objectives

The aim of the evaluation is to understand the current state of the partnerships and platforms and assess the 2022-2025 intervention logic. The specific objectives are for the ex-ante evaluation:

- **Accountability** to donors and stakeholders involved in the three platforms: to give an ex-ante assessment of intervention logic and expected outcomes; and determine a baseline for follow-up in the 2025 endline evaluation.
- **Effective program management**: to formulate and finetune the strategies for the platforms and in specific on the roles and responsibilities of IDH and the platform partners; and to inform IDH's strategy on sector convening on deforestation-free cocoa.
- **Knowledge development & Learning**: to feed into a knowledge base on best practices on convening.

Scope

The evaluation is explicitly defined as an ex-ante evaluation to inform the way forward for each of the three platforms. However, the platforms have already been functioning for several years. The experiences and lessons learned from the past years should therefore be reviewed and appreciated to provide an informed assessment of and recommendations for the current plans towards 2025.

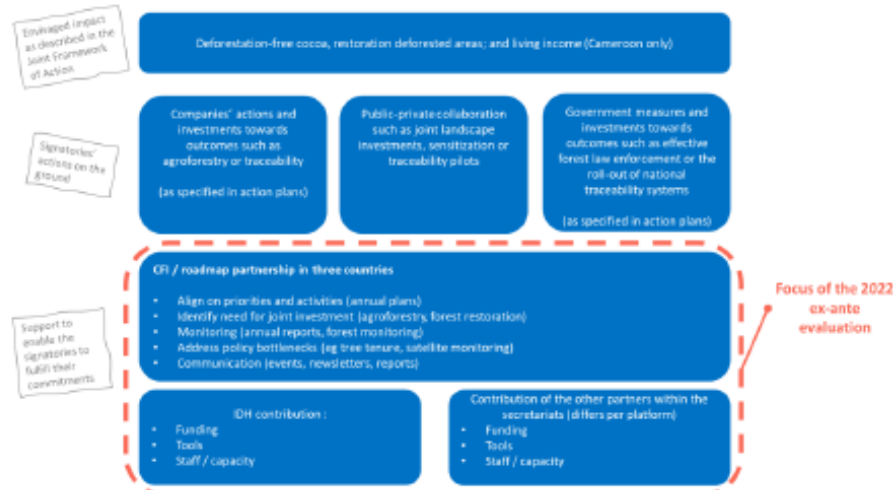
The consultants are expected to pay attention to the intervention logic of the multi-stakeholder partnership models. At their conception (in 2017 and 2020 respectively), why was this partnership approach chosen? What have been the pathways of change that the consortia had in mind? And, was it (is it) clear how each of the partners would contribute in fulfilling the commitments signed on in the Joint Frameworks of Actions?

Although reflecting on the experiences and lessons so far is not the primary objective of the ex-ante evaluation, it is vital for looking ahead. As such, the larger majority of the consultants’ time should be spent on an appreciation of the platforms’ plans covering the period 2022-2025. Reflecting on the experiences and lessons learned so far should take up approximately 30% of the evaluators’ time.

Focus on the functioning and influence of the platform in support of signatories individual actions

The work of the three platforms can be split into two key components: 1) signatories’ actions towards the desired outcomes and 2) the support organized within the platform to enable the signatories in the roll-out of their actions and to fulfil their commitments (see figure below).

This evaluation should focus on the platform’s work in supporting the signatories, in the below visual circled with a red dotted line. This covers a range of activities, outputs and (intermediary) outcomes on which the evaluation questions are targeted. Nonetheless, for these questions to be answered in full, insights should also be collected about the signatories’ actions and the envisaged impact. For this ex-ante evaluation, the expectation is that the service providers will mainly consult program documents and secondary literature for this and focus the primary data collection on the deepened understanding and assessment of the platforms’ supportive work.





For the end-line evaluation, planned for end-2025, the full scope of the platforms will need to be taken into account. Assessing if we are sufficiently prepared for the endline with our monitoring systems falls within the scope of the ex-ante evaluation.

Evaluation questions

In [Annex 2](#) there is a further breakdown into Evaluation questions on:

- Relevance
- Effectiveness & Impact
- Coherence
- Efficiency
- Sustainability

In [Annex 3](#) the methodological requirements are further specified.

Deliverables

We propose to divide the evaluation activities in three phases:

1. **Inception phase** – We foresee an inception phase in which there is sufficient space for alignment on the scope, methodology, tools and practicalities. To ensure participation, we suggest that the evaluators facilitate a kick-off workshop and a session to discuss an action plan that further outlines the evaluation activities (see deliverables below).
2. **Data-collection** – See methodology section in annex 3. IDH can support the evaluators in identification of partners for interviews, review and validation of survey tool/questions, validation of work/action/plan and mobilization of respondents.
3. **Analysis, reporting and learning** - As a mixed-methods approach should be used, we expect an integrated analysis of the evaluation results from the different methods. Learning is one of the key objectives of this evaluation. Therefore, we propose to have a sensemaking session with IDH program staff and partners after the data-collection is done.

The deliverables of this assignment will be:

Deliverables of assignment	Language	Deadline
An draft and final inception report including the tools, sampling frame, evaluation matrix, data collection and data-analysis plan.	English	22 December 2022
PowerPoint presentation of the sensemaking sessions, summarizing the main preliminary results.	CFI Côte d'Ivoire: French CFI Ghana: English	28 February 2023



	Cameroon DFCR: English & French	
The draft and final evaluation report should be minimum 35 and maximum 50 pages, including at least the following: <ul style="list-style-type: none"> • An executive summary (around 5 pages) • An introduction and short methodological description which explains how evaluation method is designed to answer the evaluation questions. • Country summary reports for each of the three platforms that address the evaluation questions on Relevance, Effectiveness, Efficiency and Sustainability respectively, provides narrative analysis of IDH performance against the research questions detailed in Section 2. Objective of Evaluation. • Conclusions, lessons learned, and recommendations on each of the evaluation criteria for the specific countries and IDH's work on convening these platforms as a whole. • In the annex: an elaborate description of the methodology research tools, list of respondents, overview of qualitative analysis 	English and French	
		31 March 2023

The assignment is expected to take place between October 2022 and March 2023.

Activities of project	Proposed timeline
Final inception report & tools	22 December 2022
Finalizing data-collection	9 February 2023
Presentation of preliminary findings	End February 2023
Draft evaluation report	31 March 2023
Final evaluation report	30 April 2023

Budget

The budget available for this assignment reaches €60,000.- including all applicable taxes.

4. Selection Procedure

The procedure will be as follows:

1. Publishing the tender and inviting services providers to submit a proposal based on this ToR.
2. Option to submit questions regarding the assignment and the ToR. Questions will be answered via an information notice that will be shared with all consultants that indicated their interest in the assignment or submitted questions.
3. Evaluation of the proposals by the evaluation committee. The evaluation committee will evaluate the proposals based on the selection criteria as published in this ToR.



4. If deemed necessary, the service providers of the best proposals will be invited to do a pitch for the evaluation committee. This ranking will be made according to the scoring on the selection criteria.
5. Decision on selection of the service provider.
6. Inception meeting with the selected service provider.

Tender process	Timeline
ToR published	7 October 2022
Deadline for submission written questions*	19 October 2022
Deadline for submission of proposals**	30 October 2022
Selection of Service provider	9 November 2022
Expected rewarding of contract	16 November 2022

* Service providers can submit questions before the deadline for questions. See details below.

** The proposal with all accompanying documents must be sent to aarnoudse@idhtrade.org and oudendijk@idhtrade.org. Proposals submitted after the deadline will be returned and will not be considered in the tender procedure.

After the deadline to submit a proposal has passed, the evaluation committee will evaluate the proposals.

The proposals will first be tested for completeness:

- The absence of the documents referred to in Section 6 of this document can lead to exclusion from further participation in the tender procedure. This is also the case when minimum requirements listed in this ToR are not met.
- If the proposal is complete, the selection committee will evaluate the proposal based on the criterion as mentioned in section 6.

The assignment will be awarded to the service provider with the most economically advantageous tender. This is determined based on the evaluation criteria price and quality.

IDH will reject the proposal if any illegal or corrupt practices have taken place in connection with the award or the tender procedure.

Questions

Questions regarding the assignment or the ToR can be submitted until 19 October 2022 18.00 CEST, by e-mail to aarnoudse@idhtrade.org and oudendijk@idhtrade.org. With the express mention: "Questions tender Ex-ante evaluation of three African platforms that address deforestation in the cocoa sector".

The submitted questions will be grouped, anonymized, and combined in an information notice. This notice will be sent to all consultants in a reply to the e-mail in which the questions were submitted.



The responsibility for the timely and accurate submission of the questions lies with the service provider. When IDH indicates that questions have not been received by IDH before the indicated deadline, the service provider must demonstrate that the questions were sent timely.

5. Proposal requirements

IDH is requesting the service providers to hand in a proposal of maximum 10 pages (excluding company biographies, CVs, sample work and references). The proposal must be handed in a MS Word or PowerPoint version next to a PDF submission to facilitate any copy-and-pasting of content that we may need during evaluation.

The proposal must at least include:

Content:

- a) A succinct, well-documented approach. This includes a reflection on the ToR, description of research methodology against each research questions detailed in annex 2 & 3, sample, data-analysis as well as the risks and limitations.
- b) Clear description on the evaluation process will contribute to co-ownership within the platforms of the outcomes, specifying the roles and responsibilities on that between the service providers and IDH.
- c) Inclusion of a budget in Euros (including and specifying VAT) with a break-down of days/rates per consultant and other costs.
- d) Clear description of the project team, relevant experience of team members and time allocation per team member.
- e) Statement of experience (only experience from the suggested team members is relevant) and two references.
- f) Maximum of three client references and a sample of previous work relevant to the deliverables in this ToR.
- g) Statement on Ground for exclusion (see section 7 below).

Administrative:

- a. Completed detail request form (annex 4)
- b. Copy of most recent (audited) financial accounts
- c. Statement of acceptance draft contract (annex 5)

The proposal must be submitted to IDH at aamoudse@idhtrade.org and oudendijk@idhtrade.org before 30 October at 18.00 CEST.

6. Service provider profile

The selected service provider will be composed of experts with following skills:

- Expertise on designing (ex-ante and baseline) evaluations and a proven track record on conducting evaluations.
- Experience with qualitative data-collection and key informant interviews.
- Staff available in Côte d'Ivoire, Ghana and/or Cameroon.
- Experience in working in the cocoa sector and on deforestation related topics.
- Experience in assessing public-private partnerships and/or convening work in a multistakeholder setting.



- Neutral and trusted.
- Ability and experience in presenting research findings in an accessible manner.
- High proficiency skills in both English and French

7. Testing and weighing

The assignment will be awarded to the service provider with the most economically advantageous tender. The most economically advantageous tender is determined on the basis of the evaluation criteria of price and quality.

Grounds for exclusion

1. Service providers shall be excluded from participation in this tender procedure if:
 - a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
 - b) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a judgment which has the force of *res judicata*;
 - c) they have been guilty of grave professional misconduct proven by any means which the IDH can justify;
 - d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established, or with those of the Netherlands or those of the country where the contract is to be performed;
 - e) they or persons having powers of representation, decision making or control over them have been the subject of a judgment which has the force of *res judicata* for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity.

Service providers must confirm in writing that they are not in one of the situations as listed above.

2. Service providers shall not make use of child labor or forced labor and/or practice discrimination and they shall respect the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).

Scoring and weighing

The evaluation criteria are compared and weighed according to the procedure below. This concerns a general outline of the scoring methodology and an explanation how the service provider can demonstrate compliance with the requirements.

Step 1 - Criterion Quality

Evaluation scores will be awarded for each of the components. The evaluation committee will score each component unanimously.

The proposal will be assessed based on the following selection criteria:

Component		Criteria	Max. Grading
1	Proposal overall	The extent to which the proposal meets the requirements set out in Section 3 above, in annex 2 and annex 3 and throughout this document. Can the Service provider deliver the requirement deliverables? Will the Service provider be able to deliver a comprehensive solution?	5
2	Design and Development process	The extent to which the Service provider demonstrates that a clear design and development process will be followed and IDH is adequately consulted for input during the design and development. The extent to which it is clear what is required of IDH in terms of human resources, digital assets and other input to deliver the project without being too onerous on our staff.	5
3	Service provider profile	The extent to which the Service provider presents the required level of expertise and knowledge to fulfil the requirements both at team member and company level. The extent to which the Service providers gives a clear description of the project team, relevant (delivering similar projects) experience of team members and time allocation per team member.	5

The evaluation committee will unanimously score each component by assigning scores from 1 to 5, with 5 representing optimal performance on the component and 1 representing extremely poor performance on the respective component.

Step 2 - Criterion price

A combined price in Euros (including and specifying VAT) is to be presented. This is to be broken down by team member rate and hours.

The criterion of assessment is “the best price for the proposed level of quality” with a maximum grading of 5.

Step 3 - Weighting

The final score will be weighted 70% on Quality and 30% on Price.

If scores of service providers are equal, priority will be based on the total scores that were given for the Criterion Quality. The assignment will be awarded to the service provider that has received the highest score for the Criterion Quality. If the evaluation of the Criterion Quality does not lead to a distinction, the score for the component “Proposal overall” will be decisive. If this does not lead to a distinction, the ranking will be determined by the drawing of lots.



Award

Once IDH has decided to which Service provider it intends to award the assignment, a written notification thereof is sent to all Service providers participating in the tender procedure.

The Service provider is contracted via a letter of assignment, following IDH's template (Annex 5).

8. Communication and Confidentiality

Contacts with IDH with regards to the Tender, during the tender procedure can exclusively take place with Renske Aarnoudse (aarnoudse@idhtrade.org) and Kati Oudendijk (oudendijk@idhtrade.org). This exclusivity should prevent discrimination of the other Service providers and has to ensure the diligence of the procedure.

The documents provided by or on behalf of IDH will be handled confidentiality. The Service provider will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Service provider or its engaged third parties will give IDH grounds for exclusion of the Service provider, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Service providers will be handled with due care and confidentiality by IDH. The provided information will after evaluation by IDH be filed as confidential. The provided information will not be returned to the Service provider.

9. Disclaimer

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend the ToR, this tender procedure, or any decision regarding the selection or contract award. IDH is not obliged in this tender procedure to make a contract award decision or to conclude a contract with a participant.

Participants in the tender procedure cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By handing in a proposal, participants accept all terms and reservations made in this ToR, and subsequent information and documentation in this tender procedure.

10. Annexes

Annex 1: Background information per platform

Annex 2: Objectives, evaluation questions and link to endline evaluations

Annex 3: Methodological requirements

Annex 4: Detail request form

Annex 5: Draft contract

ANNEX 10: COMMUNICATION

9 June 2023



Ex-ante evaluation of the Cocoa & Forests Initiative and the Roadmap to Deforestation-Free Cocoa

IDH has been involved with the **Cocoa & Forests Initiative in Côte d'Ivoire**, **Cocoa & Forests Initiative in Ghana** and the **Roadmap to Deforestation-Free Cocoa in Cameroon** from the start and brings to the table its experience to convene public and private partnerships as well as technical expertise. With its role as a facilitator working with the Government, WCF and cocoa companies in West and Central Africa, IDH's role is to co-convene the signatories for policy dialogue, identifying the need for joint investments, assuring transparent communication and strengthening the accountability of the platform partners. As part of that role, IDH provides support to the platforms' secretariats to monitor, coordinate and facilitate the platforms' functioning.

Following a selection procedure from October to December 2022, IDH contracted **Baastel** to conduct the ex-ante evaluation of the Cocoa & Forests Initiatives in Côte d'Ivoire and Ghana, and the Roadmap to Deforestation-Free Cocoa in Cameroon. The aim of this evaluation is to understand the current state of the partnerships and assess the 2022-2025 intervention logic.

The ex-ante evaluation will pay attention to **accountability**, **effective program management**, and **knowledge development and learning**. The specific objectives of the evaluation are to give an ex-ante assessment of intervention logic and expected outcomes; and determine a baseline for follow-up in the 2025 endline evaluation; to formulate and finetune the strategies for the platforms and in specific on the roles and responsibilities of IDH and the platform partners; and to inform IDH's strategy on sector convening on deforestation-free cocoa; to feed into a knowledge base on best practices on convening. Particularly, the evaluation will focus on:

- (1) Understanding the current state of the platforms,
- (2) Reviewing the 2022-2025 intervention logic and propose recommendations, particularly on
 - a. harnessing the strengths of the signatories and strengthening the convening work by IDH,

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- b. shifting prioritization of the platforms' activities, adjusting the support to the landscape level investments and strengthening the strategy related to fundraising for the Cocoa & Forests Initiatives, and
- c. feed into the finalization of the national implementation plan for the Roadmap to Deforestation-Free Cocoa; and

(3) Preparing IDH monitoring system for the endline evaluation end-2025.

The evaluation methodology was defined in collaboration with IDH during the Inception Phase (December 2022 to January 2023) and will use **mixed methods to triangulate sources of information and perspectives**. Additionally, the evaluation will be utility-focused, gender and equity-sensitive, and will integrate participative and iterative approaches.

The evaluation will be guided by the OECD-DAC Evaluation Standards, using the criteria of **Relevance, Coherence, Effectiveness, Efficiency, and Sustainability**, which will be framed by related Evaluation Questions. To answer these questions, Baastel will use several data collection tools, including a desk study, Key Informants Interviews (remotely and physically), Focus Group Discussions and an online survey.

The **Baastel** evaluation team is composed of five (5) team members, namely Mark van Dorp (Team Leader), Laetitia Glasser (Analyst), Gboko Kouamé Casimir (Consultant in Côte d'Ivoire), Eric Deffor (Consultant in Ghana), and Nestor Ngouambe (Consultant in Cameroon). The national consultants will be in charge of conducting the data collection in the countries during a ten-day field mission, under the remote supervision of the Team Leader.

The Data Collection Phase will be initiated from end-January 2023. In coordination with in-country IDH teams, the Baastel evaluation team will get in contact with the platforms' stakeholders to plan interviews and Focus Group Discussions to exchange on the platform work, partnership model, performance, monitoring capacities and signatories' roles.

Following the Data Collection Phase, **Sensemaking Sessions** will be organised with members of the Secretariats in the countries to present the preliminary findings, reflect on the needs for monitoring and evaluation, and co-construct preliminary conclusions and recommendations.



An indicative timeline of the evaluation coming steps is presented below:

Data collection Phase		
30 th of January to 10 th of February, 2023	Key Informants Interviews Focus Group Discussions	In-country
30 th of January to 10 th of February, 2023	Survey	Online
2 nd of February to 10 th of February, 2023	Key Informants Interviews	Online
27 th of February to 3 rd of March, 2023	Sensemaking Sessions	In-country
Reporting Phase		
6 th of March to 30 th of April, 2023	Analysis and Report writing	-

IDH' contact person for this evaluation is Renske Aarnoudse, Senior Program Manager Cocoa & Forests (aarnoudse@idhtrade.org).

ANNEX 11: EVALUATION CALENDAR

Phase/ Activity	From	To
Inception phase	14/11/2022	17/01/2023
Data collection phase		
KIIs	18/01/2023	31/03/2023
FGD with IDH	15/02/2023	
Online survey	06/03/2023	14/04/2023
Sensemaking session, Côte d'Ivoire	14/04/2023	
Sensemaking session, Ghana	18/04/2023	
Sensemaking session, Cameroon	25/04/2023	
Sensemaking session, IDH	17/05/2023	
Reporting phase	18/05/2023	01/09/2023



Baastel

30 Years Promoting
Sustainable Development

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