KIT Royal Tropical Institute

Mid-term evaluation of the Initiative for Sustainable Landscapes (ISLA) programme 2021-2025

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Authors: Greetje Schouten, Rob Kuijpers, Verena Bitzer, Cedric Steijn, Lisa de Graaf, Amalina Az Zahra, and Michiel Meijer

Contributors: Hector Chavez, Khoa Le, and Coen Buvelot

Royal Tropical Institute (KIT)
Mauritskade 63
1092 AD Amsterdam
The Netherlands

Executive summary

Introduction

This report presents the findings of the mid-term evaluation (MTE) of the second phase of IDH's *Initiative for Sustainable Landscapes* (ISLA), funded by the Dutch Ministry of Foreign Affairs. The ISLA programme was first launched in 2015 and is now half-way its second funding period (2021-2025). In view thereof, the purpose of this MTE is—besides accountability to the donor—for IDH to learn, to inform strategic decision-making, and to instruct corrective actions if needed.

This MTE covers the implementation of ISLA in seven landscapes: Mato Grosso (Brazil), Grand Mbam (Cameroon), Cavally (Côte d'Ivoire), Dembel-Shalla sub-basin (Ethiopia), West Kalimantan (Indonesia), South West Mau Forest (Kenya), and Central Highlands (Vietnam).

ISLA intends to achieve transformational change at landscape level through convening multi-stakeholder coalitions (MSC) at multiple jurisdictional levels of government. These MSCs agree on and commit to sustainability targets for the jurisdiction (through a so-called Production-Protection-Inclusion—PPI—Compact). Pilot projects are co-developed with the public and private sector to test innovative business models that can contribute to the compact's goals. Landscapes with a compact are linked with potential commodity buyers and (green) investors through the online platform SourceUp, but also through other linking activities (technical assistance, preparing investment plans, searching for investors, etc.). This should help in scaling-up sustainable business models and incentivize the landscapes to become self-sustaining. ISLA aims to drive impact in three result areas: 1. improved landscape governance, 2. changes in business practices, and 3. field-level sustainability. Ultimately, the goal of the programme is to create better incomes for farmers and forest communities, reduce and eliminate deforestation, and restore and protect forests and natural ecosystems.

Methodology

The MTE follows a theory-based approach using principles of contribution analysis, whereby evidence was gathered on the progress against the Theory of Change (ToC) to come to landscape-level contribution stories. Data sources include (1) programme documents and reports and other programme data; (2) key informant interviews; (3) Sprockler storytelling survey; (4) geo-spatial data; and (5) focus group discussions (for Vietnam).

Key findings

Relevance

The relevance of ISLA is assessed as very positive across the portfolio. ISLA's holistic approach combining the three pillars of Production-Protection-Inclusion (PPI) is appropriate for complex problems present in the diverse landscape and responds well to stakeholder needs and demands. Compared to more mainstream, commodity-based sustainability solutions, such as sustainability certification, it offers a more holistic approach to addressing commodity-driven deforestation.

In Mato Grosso (Brazil), ISLA is strategically and uniquely embedded in a larger landscape approach, with different sources of funding, which creates synergies and catalytic effects across all result areas of ISLA. Mato Grosso, but equally the Central Highlands (Vietnam) are good examples of the importance of getting clear commitments from both public and private actors in landscape approaches. In other landscapes, including Cavally (Côte d'Ivoire), South West Mau Forest (Kenya) and Dembel-Shalla (Ethiopia), this has been more challenging.

Across all landscapes, ISLA does well in involving local communities, farmers, cooperatives, and women- and youth associations to ensure the relevance of the programme for target beneficiaries. While gender is on the radar of programme staff and is integrated, to some extent, in project design, ISLA implementation is generally not informed by a gender analysis at the landscape level.

Coherence

Most landscapes are well aligned with government policies and objectives, often on various government levels, e.g. local, provincial, national, and sometimes even international levels. The development of a Green Growth Plan (GGP) (or other sustainable land-use plan) ensures coherence with local (sustainable) land-use planning. It is noteworthy that ISLA's landscape approach fits well with the new EU deforestation legislation announced in 2023 (specifically relevant for Cavally, Grand Mbam in Cameroon, West Kalimantan in Indonesia and the Central Highlands). The complementarity of ISLA with programmes, projects and initiatives by other donors is often well-organised (e.g. Cavally, Grand Mbam and South West Mau Forest).

However, in countries where governments are less effective or even promote conflicting regulations, working on coherency can be challenging, such as in Kenya. In West Kalimantan, incoherence between field-level projects can be observed due to a lack of coordination since 2021, resulting in parallel implementation activities.

Effectiveness

ISLA is well on track when assessed against the short-term (planned 2021-2022) and mid-term outcome targets (planned 2023) in the country-level theories of change (ToC). Most advanced are the Central Highlands and Mato Grosso, whereas landscapes with less progress on their ToC include Gran Mbam, Cavally, Dembel-Shalla, and West Kalimantan. In South West Mau Forest, ISLA is well underway in already achieving some of its key final outcomes scheduled for 2025—without necessarily having achieved all of the short-term and mid-term outcome targets yet.

Stakeholder perspectives

A total of 35 (non-representative) stakeholder perspectives were collected through an online Sprockler survey. All stakeholders considered IDH as essential for contributing to positive change in their landscape and appreciated IDH's role as facilitator/convener of stakeholders and as co-funder.

Landscape governance

ISLA is in the process of realising improved landscape governance across the portfolio. MSCs have been convened at national, regional and local levels and have agreed on PPI targets, implementation plans and governance structures. Local ownership of PPI Compacts, particularly by government authorities, is reported high in most landscapes, except for Dembel-Shalla and West Kalimantan. Capacity shortages of local governments constitute a challenge in many landscapes, but ISLA has provided targeted capacity development and supported governments to create, monitor and/or relevant legislation (e.g. GGPs). The participatory M&E system currently developed for the Central Highlands stands out as particularly noteworthy. Co-funding agreements in all landscapes contribute to the targets set in the PPI Compacts.

Business practices and field-level sustainability

When it comes to changes in business practices and field-level sustainability, the progress of ISLA landscapes against country-level ToCs is more challenging. Many companies have committed themselves to the targets of the PPI Compacts and are active members of MSCs. In Mato Grosso and the Central Highlands, more momentum can be observed and private sector commitment goes beyond a few frontrunner companies, with the potential to reach even more companies as the ISLA programme continues.

Across all landscapes, companies co-fund field-level projects in which sustainable business models and other interventions are piloted. While some projects have only recently started, implementation is generally

proceeding well. There is some evidence that projects are leading to the adoption of sustainable production and forest protection practices by companies, farmers, and communities. However, reliable data on impact are scarce, which limits the ability of this MTE to draw hard conclusions about progress achieved.

IDH actively searches for investors and provides technical assistance to develop funding proposals for producing companies to ensure sustainable production—as a way of upscaling and reproducing sustainable business models. There are some successes in this regard, notably the &Green Fund investments in Brazil and Indonesia. However, aside from this, organising landscape finance proves to be very difficult. Often there is a mismatch between the requirements of global landscape investors and the companies active in ISLA landscapes.

Whereas landscape finance should enable producing companies to ensure sustainable production, increased market demand by buyers should reward these investments. For Vietnam, this theory can be confirmed, as increased demand for sustainably produced coffee in the Central Highlands can be observed. In Brazil, increased demand for meat produced without (illegal) deforestation can also be registered For Cavally, West Kalimantan and Dembel-Shalla, however, commodity buyers do not seem to see the business case for sourcing specifically from this area or investing in a field-level project.

Where sourcing commitments are related to sustainability progress in specific landscapes, this is largely confined to companies that were already sourcing from these areas before ISLA (with the exception of the Central Highlands). The assumption in ISLA's ToC that *new* buyers will adopt a landscape-based sourcing model (replacing or complementing certification), which increases the demand (and prices) for commodities produced in sustainable landscapes is therefore only validated for Vietnam, but not for other landscapes. Currently, the online platform SourceUp is being further developed to attract more buyers to the landscapes. New impetus can also come from the recent EU deforestation regulation and EU rules regarding corporate sustainability due diligence—if the landscapes can develop proven cases of how companies can comply with EU legislation.

Impact

Field-level projects are expected to generate impact, e.g. on farmer income and yields, but detailed data are not yet available to make solid claims.

While the scale of many projects is limited, there are also clear exceptions. A good example is the Sustainable Production of Calves programme in Mato Grosso, which has upscaled significantly since ISLA phase 1 (it now covers an area of around 285,000 ha of natural vegetation for protection) and served as an incubator to develop the Sustainable Production of Calves Protocol for nationwide application (note: not with ISLA funding). In Vietnam, upscaling is achieved by having multiple parallel coffee projects in the Central Highlands, which make a cumulative contribution to the PPI targets of the multi-stakeholder coalitions. The opposite can be observed for West Kalimantan, where there is a lack of cohesion between different field-level projects. In the case of Grand Mbam and Cavally, much emphasis is placed on promoting agroforestry among farmers, but the economic benefits of this practice could be overestimated. This may threaten the sustainability of achievements in these cases.

When looking at geospatial data, it is difficult to establish a direct link between forest cover trends and the ISLA programme. However, for South West Mau Forest, there are indications that ISLA has contributed to reduced illegal deforestation and tree cover loss since 2018.

Sustainability

Because of the strong local embeddedness of the landscape approach, the prospects for sustainability of the ISLA programme are assessed as relatively good in most countries but not (yet) assured. In general, stakeholders are positive that they will continue their efforts. There is also important progress in making the newly installed governance bodies independent from IDH involvement and in building the capacity of local (government) stakeholders. Most advanced in this aspect is Mato Grosso, where the PCI Institute is strongly institutionalised and contributes to the sustainability of the entire landscape approach. Prospects are least

positive for Dembel-Shalla in Ethiopia, where capacity gaps and political instability threaten the agreements made towards the end of the programme. Also in West Kalimantan, local ownership of the PPI Compacts is not considered strong.

Moreover, non-ISLA funding to sustain governance activities and fund activities at scale remains a key challenge. It is also questionable whether a complete exit from IDH would be desirable. Besides its ability to fund and convene stakeholders, IDH is a critical, neutral partner with strong knowledge and global experience. There is thus a need for a more nuanced strategy for IDH to transition towards a full exit.

Strategic learning

The MTE sees evidence of changed business practices within ISLA landscapes to the extent that companies participate in MSCs, commit to PPI Compacts and co-fund field-level projects. In two landscapes there is evidence that this led to a change of business practice *beyond* these activities (Central Highlands and Mato Grosso); in one landscape there is future potential (Grand Mbam). For the remaining landscapes, the MTE did not find any evidence in this regard.

There is clear evidence of strategic learning within IDH, both within landscapes and within countries, as IDH country teams use the experiences gained to replicate the PPI model in the same landscape or elsewhere in the country. There is also exchange and learning between IDH teams in different countries (e.g. Mato Grosso's PCI model has been replicated in Colombia). IDH is also actively involved in facilitating knowledge sharing and exchange with their network partners, e.g. through publications and participation in international events.

While it is difficult to establish a causal contributory role of IDH, there is some indication that the landscape approach by IDH has inspired others to replicate or scale the approach (e.g. in Cameroon, Vietnam and Brazil; potentially also in Côte d'Ivoire).

Strengths and weaknesses

When looking at the overall programme, the following set of strengths and weaknesses can be highlighted.

Strengths

1. ISLA's holistic landscape approach addresses complex problems in diverse landscapes.
2. ISLA integrates a broad variety of different stakeholders, including vulnerable groups, in multi-stakeholder coalitions and PPI Compacts, which allows for bottom-up strategizing.
3. ISLA's integrated "horizontal" approach allows for linking different projects and policies within a landscape, complementing the "vertical" approach used by actors in global commodity supply chains.
4. ISLA has managed to establish local governance structures to support the implementation of PPI Compacts and build on local public authorities to promote the continuation/sustainability of the programme. This increases relevance and coherence with local policy.
5. The programme is well on track to achieve early outcomes and shows progress on different mid-level outcomes across result areas.
6. Particular progress is made in achieving improved landscape governance across countries.
7. In all landscapes, companies co-design and co-fund field-level projects in which PPI business models and other interventions are piloted.
8. There is clear evidence of strategic learning at IDH, which has contributed to replication and scaling of the PPI model both within and beyond (initial) landscapes.

Weaknesses

1. While companies sign PPI Compacts, concrete changes in business practices are not always evident. Companies do not necessarily see the business case for setting up small-scale field-level projects.
2. Attracting landscape finance to replicate and scale up business models related to sustainable production has proven challenging. Often there is a mismatch between the requirements of global landscape investors and the producing companies active in ISLA landscapes.
3. Buyers seem hesitant to adopt a landscape-based (preferential) sourcing model. There are hardly any new buyers sourcing from ISLA landscapes, despite progress on sustainable production. This suggests that the business case for buyers is not clear.
4. Sustaining benefits after IDH exit is at risk due to uncertain external funding and because of the unique role of IDH as a neutral convener, co-financer, and knowledge partner.
5. The quality of data and evidence entered into IDH's M&E system is at times (very) low and data and underlying evidence are often missing, particularly on field-level projects.

Programme-level recommendations

Besides the specific country-level recommendations presented in the country chapters, the MTE puts forward the following strategic recommendations at the programme level:

1. ISLA needs to put more attention to the development of business cases in each landscape for different types of companies to commit to PPI Compacts and contribute to their targets; to pilot or scale up field-level projects for innovative business models related to sustainable production; or adapt a landscape approach for sourcing sustainable commodities. Pathways to be explored include the new EU due diligence and deforestation regulation; convening companies to make commitments on deforestation-free sourcing connected to landscapes; and ensuring the complementarity of commodity-based and landscape models within IDH.
2. ISLA should develop different strategies to attract finance to financially underserved landscapes. This includes putting more effort into attracting public finance into the landscapes (e.g. from trust funds, REDD+, the World Bank, national governments, etc.) for integrated landscape management activities and scaling up PPI business models in landscapes where there is not a strong PPI business case for private investments. IDH also currently explores new finance models to create a better match between landscape programmes and investors (e.g. through local investors). If successful, replication and scaling strategies should be developed.
3. ISLA can benefit from well-designed, contextualised transition strategies for every landscape to strategize on how to sustain results after IDH exits the programme (or at least, transitions to a different, non-financial role).
4. Improvements in the M&E system can be made by developing a validation system with checks and balances to improve the quality (and quantity) of data entered into the system. This will improve the usability of the M&E system for learning, strategizing and accountability purposes. Enhanced public sharing of information can improve transparency and allow for greater learning in the area of landscape approaches.
5. It is important that field-level projects are seen as vehicles for learning about impact and demonstrating business cases. This requires project designs optimised for learning, replication and scaling; independent and high-quality (impact) studies; transparency about results; and a clear communication strategy.

Content

Acronyms

ABC+	National Plan For Adaptation And Low Carbon Emission In Agriculture (Brazil)
ACRIMAT	Association of Mato Grosso Breeders (Brazil)
APL	Non-forest area also known as the area for other purposes (Indonesia)
ATR	Ministry of Agrarian Affairs and Spatial Planning (Indonesia)
BEIS	Department for Business, Energy and Industrial Strategy (Brazil)
BPN	National Land Agency (Indonesia)
CA	Causal Assumption
CAFI	Central Africa Forest Initiative
CAN	Confederation of Agriculture and Livestock (Brazil)
CAR	Rural environmental registry (Brazil)
CAT	Friends of the Earth Club, Sorriso (Brazil)
CF	Community Foresty
CFA	community forest associations (Kenya)
CFI	Cocoa & Forests Initiative
CLMRS	Child Labour Monitoring and Remediation System (Cameroon)
CSO	Civil society organisation
DAC	Development Assistance Committee
DANIDA	Danish International Development Assistance
FAO	Food and Agriculture Organization
FGDs	Focus group discussions
FLEGD	Forest Law Enforcement, Governance and Trade
FODER	Forêts et Developpement Rural (Cameroon)
FS	Fueling Sustainability (Agrisolutions Industria) (Brazil)
GAP	Good agricultural practices
GCLP	Green Commodity Landscape Programme (Cameroon)
GEP	Good environmental practices
GGP	Green Growth Plan
GIZ	German International Cooperation
HCV/ HCS	High conservation value / high carbon stock
HDL	Hilton Duta Lestari (Indonesia)
HQ	Headquarters
ICI	International Cocoa Initiative
ICRAF	World Agroforestry Centre
IDH	Initiatief Duurzame Handel / Sustainable Trade Initiative
ISEAL	International Social and Environmental Accreditation and Labelling Alliance
ISLA	Initiative for Sustainable Landscapes
ISPO	Indonesian Sustainable Palm Oil
JKF	James Finlay Kenya
KEE	Essential ecosystem zones (Indonesia)
KFS	Kenya Forest Service
KfW	Kreditanstalt fur Wiederaufbau
KIIs	Key informant interviews

KIT	Royal Tropical Institute
KPI	Key performance indicator
KTDA	Kenya Tea Development Agency Holdings
KWS	Kenya Wildlife Service
LoI	Letter of Intent
M&E	Monitoring and evaluation
MBCU	Meki Batu farmers' cooperative union (Ethiopia)
MEL	Monitoring, evaluation and learning
MoU	Memorandum of Understanding
MSC	Multi-stakeholder coalition
MTE	Mid-Term Evaluation
Natcap	Natural Capital (Brazil)
NICFI	Norway's International Climate and Forest Initiative
OECD	Organisation for Economic Co-operation and Development
OIPR	Ivorian Office of Parks and Reserves (Côte d'Ivoire)
PCI	Production, Conservation, Inclusion (PPI in Brazil)
PLADDT	Local Land Use Management and Sustainable Development Plan (Cameroon)
PPI	Production, Protection, & Inclusion
PUM NL	Dutch senior experts programme
REDD+	Reducing emissions from deforestation and forest degradation in developing countries
REM	REDD+ for Early Movers
RMF	Results Measurement Framework
RSPO	Roundtable for Responsible Palm Oil
RTRS	Roundtable on Responsible Soy
SCOLUR-CI	Scaling up Cocoa-based Food Systems, Land Use and Restoration (Côte d'Ivoire)
SEBRAE	Support Service for Micro and Small Enterprises (Brazil)
SODEFOR	Société de développement des forêts (Côte d'ivoire)
SRADT	Regional Land Use and Development Plan (Côte d'Ivoire)
SRAK PPPH	Strategy and Action Plan Document on Kubu Raya Green Growth Acceleration (Indonesia)
TA	Technical assistance
TNP	Tai National Forest (Côte d'Ivoire)
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNACOOPEC-CI	Microfinance organisation in Côte d'Ivoire
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
VOCDA	Vision of Community Development Association (Ethiopia)
VSA	Verified Sourcing Area
VSLA	Village-based savings and loan association
WRUA	Water resources users associations (Kenya)

1 Introduction

1.1 Background

Landscape approaches aim to reconcile social, economic, and environmental objectives in areas where agriculture and other productive land uses compete with environmental and biodiversity goals through the implementation of adaptive and integrated management systems. They require the involvement of a broad variety of stakeholders active in the landscape and identifying their requirements and expectations regarding land use. Through participatory, inclusive negotiation and planning, landscape approaches attempt to maximize synergies and minimize trade-offs to achieve landscape-level impact.

The 2021-2025 Initiative for Sustainable Landscapes (ISLA) by IDH supports landscapes in seven countries in Africa, Asia, and Latin America. The programme brings together local governments, companies sourcing commodities from the landscapes, local communities, and other stakeholders to facilitate the co-development and implementation of sustainable development plans to improve farmer livelihoods through sustainable commodity production while protecting natural resources and reducing deforestation.

ISLA was launched in 2015 and is now halfway into its second funding period (2021-2025). Therefore, IDH has contracted KIT to perform a mid-term evaluation (MTE), of which the results are presented in this report. This introduction details the objectives of the MTE and presents background information on ISLA. The next chapter details the methodological approach and tools used. Subsequent chapters (3-9) present the results for ISLA-targeted landscapes in Brazil, Cameroon, Côte d'Ivoire, Ethiopia, Indonesia, Kenya, and Vietnam. The report ends with a chapter drawing overall conclusions on programme level.

1.2 Objectives and scope of the mid-term evaluation

Besides accountability towards the donor, the purpose of this MTE is primarily for IDH to learn, to inform strategic decision-making, and to instruct corrective actions if needed.

The main objectives, as formulated by IDH, should serve these purposes:

1. **Measuring progress towards mid-term outcome level achievements** of the programme in its three result areas: change in business practice, improved landscape governance, and field-level sustainability. To the extent possible, the evaluation assesses **IDH's contribution** to the observed changes;
2. Assessing the **relevance, coherence, efficiency, effectiveness, expected impact, and sustainability** of the programme;
3. Identify **strengths and weaknesses** in the programme design and implementation, as well as key challenges;
4. Developing **data-driven recommendations** for strategic changes in the programme approach;
5. Assessing and/or giving insights on whether **the observed outcomes are expected to contribute to long-term impact**;
6. **Provide technical recommendations on M&E activities**, especially in the measurement of the programme output/outcome/impact and evidence for IDH's contribution for the expected output/outcome/ impact;
7. Providing insights to key **learning questions**.

The scope of the MTE includes seven landscapes (with multiple jurisdictional coalitions): Mato Grosso (Brazil), Grand Mbam (Cameroon), Cavally (Côte d'Ivoire), West Kalimantan (Indonesia), Central Highlands (Vietnam), Dembel-Shalla sub-basin (Ethiopia), and South West Mau Forest (Kenya).

1.3 The ISLA programme

IDH works in 22 landscapes globally to co-develop sustainable development solutions with local and international stakeholders. The Initiative for Sustainable Landscapes (ISLA) programme, which is funded by the Dutch Ministry of Foreign Affairs, is one of the key programmes through which this is done.[1] ISLA programme was launched in 2015 and has entered its second funding period (2021-2025). The programme is implemented in landscapes in Brazil, Cameroon, Côte d'Ivoire, Ethiopia, Indonesia, Kenya, and Vietnam.

ISLA intends to achieve transformational change at a landscape level through convening Multi-Stakeholder-Coalitions (MSC) at multiple jurisdictional levels of government. These MSCs agree on and commit to sustainability targets for the jurisdiction (through a so-called Production-Protection-Inclusion Compact). Pilot projects are co-developed with the public and private sector to test innovative business models that can contribute to the compact's goals. Landscapes with a compact are linked with potential commodity buyers and (green) investors through the online platform SourceUp, but also through other linking activities (technical assistance, preparing investment plans, searching for investors, etc.). This should help in scaling-up sustainable business models and incentivize the landscapes to become self-sustaining.

The ISLA programme intends to drive impact in three result areas:

1. **Change in business practices**: IDH aims to develop and pilot new business models that reduce negative impacts and leverage the positive effects of agricultural production on the environment and communities living in the landscape. When successful, up-scaling is expected by companies implementing these business models across their operations and/or by attracting additional investment from blended finance facilities.
2. **Improved landscape governance**: In the landscape where the programme is implemented, IDH convenes the private sector, public sector, farmers, communities, and civil society into coalitions that define a multi-stakeholder vision and action for sustainable landscape development. The MSCs are expected to strengthen landscape governance, influence changes in policy and enforcement, and ideally be institutionalised for long-term continuation beyond the duration of IDH's (financial) support.
3. **Field-level sustainability**: New business models and policies are piloted in practice with co-funding by IDH. This includes smaller trust-building/no-regret interventions at the start of the programme to gain trust from the stakeholders and show action beyond talking. During the course of the programme, larger projects are co-funded with the private sector and other stakeholders, in order to test new solutions that will contribute to the Production, Protection and Inclusion (PPI) targets of the compact signed by the multi-stakeholder coalition.

Ultimately, the goal of the programme is to create better incomes for farmers and forest communities, reduce and eliminate deforestation, and restore and protect forests and natural ecosystems.

[1] A related programme is "Connecting Production, Protection & Inclusion" funded by Norway's International Climate and Forest Initiative (NICFI).

2 Methodology

2.1 Overall approach

Landscape approaches do not follow a traditional, linear result chain, but are better characterised by an iterative process of negotiation, trial, and adaptation (Reed et al., 2016). The ISLA programme, specifically, intends to change the governance of landscapes and the way companies active in the landscape do business to achieve field-level sustainability. It is difficult to track the progress of such system transformation for at least three reasons: 1) it is a long-term process that may take many years; 2) it is uncertain what such transformation in a specific social, economic, and environmental context requires; and 3) the transformation, if it happens, is likely non-linear: first slow, then fast and potentially with some setbacks.

To deal with this, this MTE a) views learning and adaption as results in their own right; b) assesses progress against how well the programme is able to adhere to best principles (e.g. using the 'Making Credible Jurisdictional Claims Good Practice Guide' by ISEAL); and c) uses a theory-based approach to track progress against the expected short-term outcomes considered essential to achieve mid-term and long-term effects, and to test the assumptions between short-term outcomes and long-term impact.

The theory-based approach uses principles of *contribution analysis* (Mayne, 2011) whereby evidence is gathered on the progress against the indicators and on the validity of the assumptions in the ToC to come to a landscape-level contribution story. In addition, information on external (contextual) factors that act as drivers or barriers to change was collected. Being aware of these factors helps to assess the contribution of the IDH programme, identify risks to the ToC, and help understanding the "why" in case certain expected effects have not materialised. Data sources include programme documents and reports and other programme data; key informant interviews; Sprockler storytelling; geo-spatial data; and focus group discussions.

2.2 Operationalising the ISLA ToC

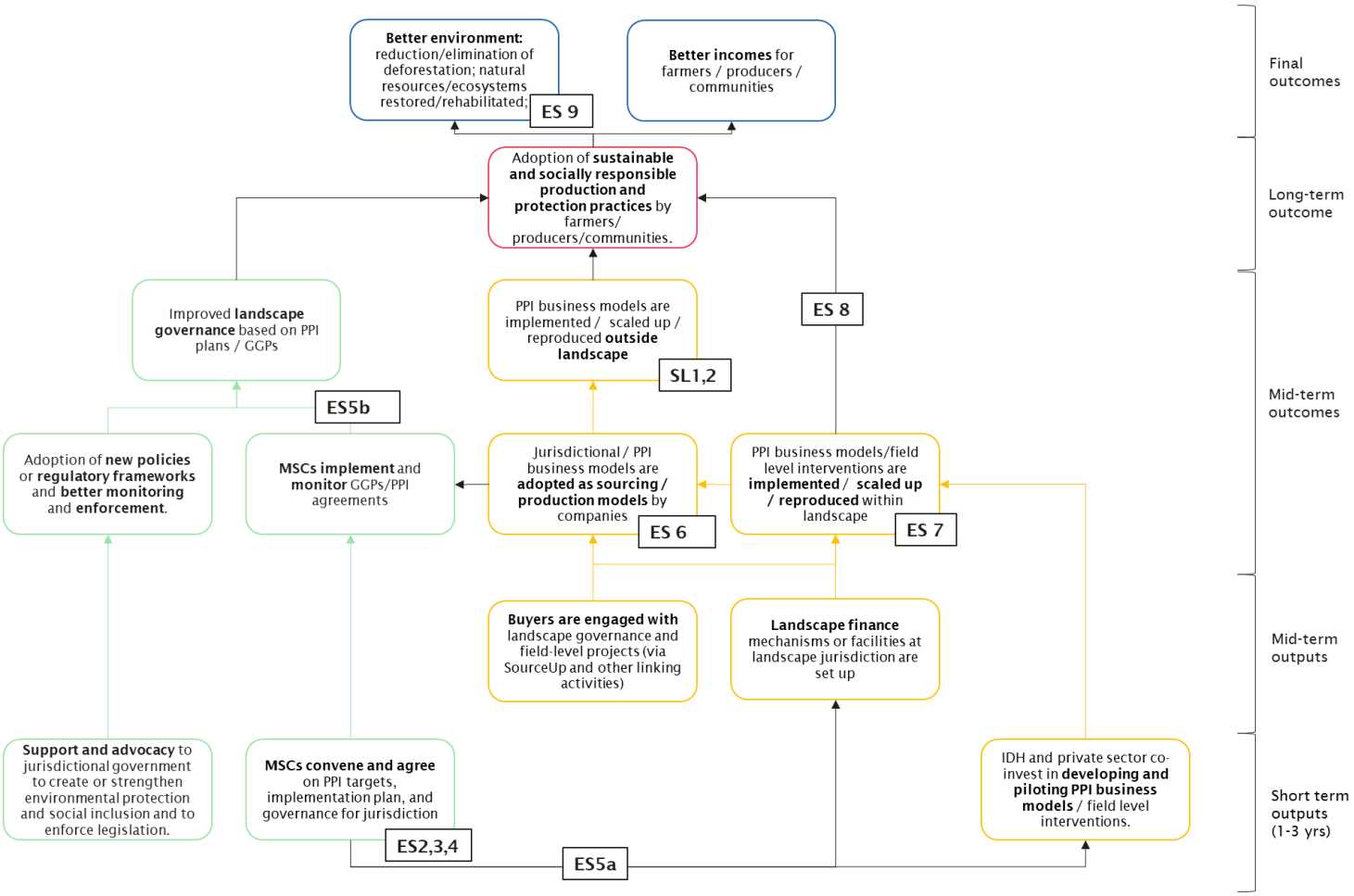
The basis of this MTE is the programme-level ToC of ISLA which shows how the activities and outputs of the programme are supposed to result in improved landscape governance (green), changed business practices (orange), and field-level sustainability impacts (red) (see Annex 1: ToC of the Landscape Business Unit). The provided ToC is very detailed. While this is generally helpful for understanding how the programme exactly is intended to cause a change, from a practical perspective it is difficult to gather valid and reliable information on the many outcomes and causal assumptions linking these outcomes (the arrows). The ToC was therefore simplified for the purpose of this MTE, allowing for more focus on the key outcomes and causal relations that IDH would like to understand better. This abstraction was done on the basis of a desk review of programme documentation and was validated by IDH.

Figure 1 presents a version of the ToC that is simpler but contains the essential elements of the programme. It distinguishes five outputs the programme is aiming to achieve on the short term (1-3 years) and mid-term (3-6 years):

1. Jurisdictional governments are supported and recommended to create or strengthen environmental protection and social inclusion policies and to monitor/enforce legislation;
2. MSCs are convened and agree on PPI targets, implementation plan and governance;
3. Engage buyers in landscape through source-up and other linking activities (including involvement in field-level projects);
4. Landscape finance mechanisms or facilities at landscape jurisdiction are set up (including pre-investment technical assistance) in line with the targets of the compact and to scale field level interventions;

5. IDH and private sector developed and invested in pilot PPI business models/field level interventions.

Figure 1. ToC of IDH ISLA programme phase 2 (KIT, 2023)



The first two outputs (1 and 2) should ultimately lead to better landscape governance. The support to jurisdictional governments is expected to lead to the adoption of new policies or regulatory frameworks and better monitoring and enforcement of these. The MSC agreement (e.g., PPI compact) is expected to lead to implementation of the PPI plan. This PPI plan for a relatively small jurisdictional area (e.g., a municipality in Brazil or a regency in Indonesia) is typically informed by a Green Growth Plan (GGP) for a wider region containing multiple of such jurisdictions. The work done by the MSC and the collaboration with the jurisdictional government directly should lead to better landscape governance based on the PPI plans/GGPs.

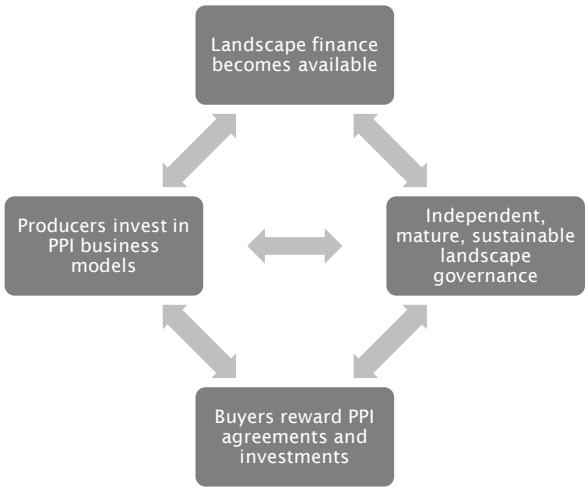
Output 3, 4, and 5, should, in turn, lead to more sustainable (PPI-related) business practices by producers in these landscapes and more sustainable sourcing practices of buyers procuring commodities from these landscapes. A key assumption is that the PPI business models developed and co-funded by IDH and implemented are, ultimately, scaled-up and reproduced both within and outside the landscape. To this purpose, IDH actively searches for financiers and provides technical assistance to develop funding proposals. On the demand side, IDH intends to link the landscapes with potential buyers. The theory is that buyers adopt a jurisdictional sourcing model (replacing or complementing certification), which increases the demand (and prices) for commodities produced in the landscapes where there is a PPI compact and where producers have adopted PPI practices. This is to be complemented by the "SourceUp" platform, which serves to attract buyers as a pull-factor (rewarding PPI investments).

Both the improved landscape governance (indirectly) and the adoption of PPI business models (directly) are expected to contribute—within (and outside) the landscape—to the adoption of sustainable and socially

responsible production practices, better protection of forests, and better management of natural resources (field level sustainability). This should lead to a better environment and better incomes for farmers, producers, and communities in the landscapes.

Importantly, it should be recognised that the ToC assumes that there is a large interdependence between the different components. For long term, independent, mature, sustainable landscape governance the private sector active in the landscape should invest in and reward PPI business models (see Figure 2).

Figure 2. Interdependence of programme components (KIT, 2023)



2.2.1 Operationalisation of improved landscape governance

To operationalise the "improved landscape governance" element of ISLA, the MTE uses the ISEAL criteria as provided in the Making Credible Jurisdictional Claims Good Practice Guide. While landscape programmes are highly context-specific, the ISEAL guide states that all programmes that want to function in an effective manner, should have at least five structural elements in place (Table 1). Therefore, the framework is used for the assessment of landscape governance in each of the seven countries.

Table 1. Good practice principles of sustainable landscape governance (ISEAL, 2022)

Category	Desired outcome	Possible evidence
Engaged Stakeholders	Key stakeholders in the jurisdiction, including local government and producing enterprises, are actively engaged in the initiative and committed to any action plans and their stated outcomes	• Stakeholder map identifying key stakeholders • Records of stakeholder participation in activities • Signatories or register of support for the action plan
Governance	Clear and transparent operating procedures define the legal standing of the initiative and the governance roles, responsibilities and decision-making for different stakeholders in that initiative	• Statutes • Legal registration papers and agreements (e.g. MoU) • Governance structure • ToRs and membership of governance bodies • Operating procedures / Code of Conduct • Dispute resolution mechanism
Progress Framework	Sustainability impact goals or outcomes, time bound targets and milestones are defined for the jurisdiction and an action plan lays out steps to be taken to meet the milestones and outcomes	• Materiality assessment • Progress framework, including impact goals, targets, and milestones

		• Action plan, including roles, responsibilities, timeline, budget, and resourcing
Financing	The jurisdictional initiative has defined a budget and secured or identified resources sufficient for the ongoing operation of the initiative, including monitoring of progress	• Budget for operation of jurisdictional initiative • Sources of income and summary of funding that has been secured
Monitoring System	A framework is in place to monitor performance improvements in the landscape, in conjunction with the capacity to manage and analyse the data and accurately communicate the results	• Jurisdictional metrics and data sources • Data management protocols to ensure effective collection, storage, analysis, and use of data • Job profiles or responsibilities for staff or consultants to manage the monitoring system

We use the following colour codes to indicate to what extent a country has performed against each criterion:

Achieved
Partly achieved
Not (yet) achieved

2.2.2 Operationalisation of changed business practices

"Changes in business practices" were operationalised by the private sector investments (in EUR) in designing, piloting, implementing or scaling/reproducing PPI business models developed as part of the programme. This can either be investments by buyers or producer companies or investments by (green) investors. These investments might be made outside the landscapes supported by the programme if, for example, companies are scaling-up/reproducing business models piloted with support of the programme in non-programme regions. In addition, changing business practices were assessed by changes in commodity volumes (in mega tons, MT) sourced from supported landscapes or through business models piloted by the programme. Finally, information was collected on the SourceUp platform (current use, potential and limitations).

2.2.3 Operationalisation of field level sustainability

Results on field-level sustainability include all outcomes achieved by the programme at the "field" level, which includes the adoption of sustainable practices by farmers; improved income for farmers and (forest) communities; improved protection and sustainable management of forests and woodlands (and eco-systems); rehabilitation and restoration of soil, water, and forest resources; reduction of deforestation and ecosystem loss from commodity production; reduction of greenhouse gas emissions; and sequestration of CO_2.

2.3 Data collection tools and learning workshops

2.3.1 Desk review

A large part of the MTE is based on a desk review to gather information to substantiate the ToC with evidence and to find answers on the research questions. Each information source was judged based on its strength, which depends on the independence of the information used, the extent of triangulation, and the rigorousness of the design in case of causal claims. The strength of the evidence is considered when triangulating different information sources: giving more weight to stronger evidence. For each landscape, a structured and standardized desk review template was applied, which can be found in Annex 2.

A key starting document was the evaluation of the previous funding period of ISLA, which served as a starting point of this MTE (except for the case of Cameroon, which is newly added to the ISLA portfolio in the second

phase of the programme). This review found that the ISLA programme is relevant in each country and landscape as it addresses the key agri-commodity production and environmental protection needs and priorities of the stakeholders in the landscape. It also found that the programme has been effective in convening multi-stakeholder coalitions, establishing compacts, and that it has contributed to improved landscape governance.

The MTE does not present strong evidence on how these improvements in landscape governance led to impacts on the environment or on livelihoods. The field-level projects co-funded by IDH were found to be yet too small in scale to have "tangible" effects at a landscape level. Impact at field level resulting from changed business practices depends on the ability to scale up these projects in the future, combined with the influence on landscape governance, in terms of level of influence on policy design and enforcement, and the ability to attract new partners to the landscape (e.g. donors and investors).

The MTE follows up on these findings by focusing the assessment on the effectiveness of the programme in changing business practices and achieving field-level impacts at scale.

To ensure complementarity and efficiency, the desk review focused on documents that came available after the previous evaluation (2021-2022).

2.3.2 Key informant interviews

Key informant interviews (KIIs) were conducted with 81 key stakeholders in the supported landscapes, including with:

- IDH country (and HQ) staff;
- companies producing and processing products in the ISLA landscapes;
- companies sourcing from the ISLA landscapes;
- companies participating in the MSCs;
- community representatives;
- community members, including women and indigenous communities;
- farmer representatives;
- (local) government representatives;
- non-governmental organisations;
- independent experts/resource persons (not working with IDH but knowledgeable about the landscape).

Interview guides (see Annex 3) were developed and used to systematically collect evidence on all research questions and all relevant elements of the ToC. These guides are structured to address the broad changes that are occurring in terms of landscape governance, business practices, or field level sustainability—depending on the type of stakeholder—and the potential explanations for these changes, before addressing questions related to the programme. This helped in better understanding the contextual factors and understanding the contribution of ISLA in this broader context. Interviewees were also asked whether they have alternative explanations for the observed changes in governance, business practices, or field-level outcomes.

The interviews were mostly conducted remotely (with the exception of Vietnam), using MS-teams with auto-transcription. The transcripts were translated to English (automatically), then edited, anonymised, and stored on a secured server, together with the interview notes by KIT. More remote stakeholders were contacted by phone instead of MS-Teams or by scheduling interviews when stakeholders are in areas with better connectivity. The KIT team relied on the IDH country teams to obtain contact details, informing partners about the MTE and to get in touch with more remote stakeholders. The full list of interviewees is included in Annex 4.

2.3.3 Sprockler

To complement and triangulate the in-person key informant interviews, KIT collected most significant change stories using Sprockler. The most significant change technique is a participatory method of evaluation, which entails collecting change stories and identifying impact through these stories. The Sprockler surveys were

mostly conducted during the last minutes of the key informant interviews to increase response rates. Moreover, IDH sent the Sprockler survey by email to a wider sample of stakeholders to go through the assessment independently via a web-app. The participants in the survey were asked to describe the most important change that happened in the landscape they are operating in. Central to the method is a self-assessment of the story by the respondents. This self-assessment includes, for example, questions on the sustainability of the change and the extent to which the change is driven by the ISLA programme. Sprockler was not used in Brazil and Indonesia as this was done as part of the KIT evaluation of the NICFI PPI landscape programme in 2021. Repeating this exercise might lead to fatigue among respondents and, consequently, low response rates and less willingness to participate in the key informant interviews and workshops. The Sprockler survey format can be found in Annex 5.

2.3.4 In-depth research and focus group discussions (FGDs) in Vietnam

Within this MTE, Vietnam was selected as context for in-depth research by a local consultant. In July, a local Vietnamese consulted conducted field work in Krong Nang and Di Linh district. In total, 33 key informant interviews (KIIs) (see Annex 4) were conducted. Moreover, he conducted eight face-to-face FGDs with groups that are more difficult to reach through phone or MS-Teams, including coffee farmers and women associations. For each group organised separate FGDs—creating a safe space for sharing their perspectives on the landscape level changes. These discussions helped us gather the perspective of the people living in the landscapes and that might not be heard in other ways. The FGDs were based on a focus group topic guide (see Annex 6), audio recorded, transcribed and translated to English. A list of FDGs is available in Annex 7.

2.3.5 Geospatial analysis

For each ISLA country, a geospatial analysis was conducted to better understand deforestation pattern in each context. This analysis is integrated in each of the country reports.

2.3.6 Learning workshops

For each landscape[2], an online learning and validation workshop was organised with IDH staff at country-level and at HQ level with the objective to jointly reflects on:

- strengths and weaknesses;
- a geospatial analysis; and
- the gender strategy

Moreover, lessons learned and identified potential areas for improvement were captured. The results of these workshops are integrated in each country report.

2.4 Limitations

Because of time and money constraints, there are several limitations to this MTE. Firstly, the MTE was highly dependent on information provided by IDH, which increases the chances of bias. Country data was sometimes incomplete (e.g. data in evidence trackers missing), not up to date, or low in quality. Second, triangulation of the data provided proved challenging. The MTE was highly dependent on IDH to connect us to interviewees. Getting in touch with interviewees proved to be very difficult in many of the countries, where stakeholders are not used to joining online interviews (e.g. Côte d'Ivoire, Cameroon). This, in combination with the fact that external stakeholders with knowledge and willingness to participate were hard to find, decreased the representativeness of informants. Third, the set-up of the MTE decreased the possibility for a contextualised

[2] We did not organise a workshop in Ethiopia, because operations in this country will be discontinued in 2023, which might reduce the commitment to learn.

understanding of the ISLA programme, as the majority of the evaluation team was based in the Netherlands. Most data collection therefore happened remotely. Fourth, despite continued efforts of IDH and the KIT team to include more stakeholders in the research, response rates for KIIs and the Sprockler survey were relatively low. Therefore, collection of primary data has been limited.

3 Findings Mato Grosso (Brazil)

3.1 Introduction

This chapter evaluates the progress of IDH's ISLA programme in Mato Grosso in Brazil for the years 2021 and 2022. It is important to bear in mind that any activities funded and implemented by ISLA form part of a bigger landscape approach implemented in Brazil, with funding primarily from NICFI, but also from DANIDA and Laudes Foundation. These landscape activities started in 2015 in Mato Grosso and have since been expanded to include Pará, Maranhão and, most recently, semi-arid Brazil (Rio Grande do Norte, Paraíba and Pernambuco). In this chapter, the focus is on ISLA as much as possible, while indicating relevant linkages to IDH's larger landscape approach in Brazil. The information is based on a desk review of information provided by IDH and 12 semi-structured interviews with different kinds of stakeholders including IDH staff, service providers, government officials and non-profit organisations. A learning workshop with IDH staff was held on 12 July 2023 to validate the findings and document the most important lessons.

Key findings of the MTE

1. Programme implementation in Mato Grosso is relevant, coherent and effective. There is a high degree of institutionalisation of the landscape approach, particularly through the PCI Institute (which is a novelty in itself). The programme has good prospects to be sustainable.
2. The embeddedness of ISLA into a larger landscape approach, with diverse sources of funding, creates synergies and catalytic effects across all three result areas (landscape governance, business practices and field-level sustainability).
3. There is strong involvement of the private sector, with the potential for large-scale impact and upscaling to reach other businesses (already ongoing). However, the private sector still needs to demonstrate the extent of their commitment to sustainable (sourcing) practices. Clear impacts still need to manifest.
4. Implementation of field-level projects is proceeding well and showing results, although concrete outcome and impact data are largely lacking.
5. The Sustainable Production of Calves programme is particularly relevant and has expanded significantly since phase 1 of ISLA. There is clear market demand for deforestation-free meat, which the programme supports. The first batches of deforestation-free meat have been sold. Moreover, the Calves programme has enabled the launch of the Protocol for the Sustainable Production of Calves, with the potential for country-wide uptake.
6. There is clear evidence of strategic learning at IDH: the experience accumulated allows for upscaling and expansion to other states. Technical knowledge is widely available and can support upscaling and replication.
7. The main weakness of ISLA's implementation in Mato Grosso is the current absence of a well-structured MEL strategy to monitor and communicate about outcomes and impact (IDH is working on this, however).

3.2 Context of Mato Grosso

Mato Grosso, with a land area of over 900,000 km^2 and a population of approximately 3.2 million (2014), is the agricultural powerhouse of Brazil—as a large producer and exporter of grains (mostly soy and maize) and beef (cattle). The state accounts for roughly one third of soy production in Brazil, which is the largest producer worldwide. Modern agribusiness cultivate on large-scale, highly mechanised farms focusing on export production, whereas small-scale producers—often referred to as family farming—serve mostly internal markets.

The majority of farms (approximately 83%) fall under the latter category (Zhang & Chen, 2021). Exports are concentrated in the hands of relatively few companies. Beef production is more complex. The whole chain involves three main steps—breeding, raising and fattening—which often occur on different farms. Since 2010, all major meat packers have committed to not purchasing any cattle that can be linked to illegal deforestation. Therefore, all producers involved need to have their environmental situation monitored as part of the Rural Environmental Registry (CAR). This has proven difficult due to the large number of producers involved, particularly the large number of small farmers upstream. So far, more than 30,000 direct suppliers have been excluded by the three largest meatpackers in Brazil, but the issue of monitoring indirect suppliers (normally small calves producers) remains challenging.

Mato Grosso is home to three different biomes: Cerrado, or savannah forest (40%), Pantanal wetlands (10%) and Amazonian rainforest (50%). Due to the strong advance of agriculture and livestock over the last decades much deforestation has taken place, but nevertheless, more than half the territory is still under natural vegetation. According to Mapbiomas, which uses data from INPE, in 2021 the land cover of Mato Grosso was approximately as follows: 560,000 km² of natural vegetation (of which 364,000 km² of rainforest, 126,000 km² of savannah, the rest being wetlands and open natural fields), and 334,000 km² of agriculture (116,000 km², mostly soy and maize) and pasture (200,000 km²). The remaining part concerns perennial crops and mosaic landscapes.

Whereas part of Mato Grosso's natural vegetation is located in conservation units and indigenous territories, and thus under government responsibility, a large proportion is located on private land, mostly belonging to farms. Under the 2012 Forest Code, land owners are required to maintain 80% of natural vegetation in rainforest areas , and 35% in savannah areas (in the Legal Amazon Region). The exception to this rule concerns areas deforested prior to current legislation, which have to comply with the legislation in vigour at the time of deforestation, usually leading to lower Legal Reserve requirements. Furthermore, no deforestation is allowed on steep slopes and near water bodies, and these areas are required to register with the satellite based CAR system. Failing to do so has legal consequences, and makes access to formal credit impossible. Although the system is self-declaratory, the State Environmental Agency (SEMA) must validate all registers. This a labour intensive and time-intensive process, and SEMA is lagging behind considerably (not only in Mato Grosso but also in all other federal states). Still, SEMA MT has the best ratio of validated CAR in the country and is the only state able to classify or differentiate legal from illegal deforestation—an achievement made possible by REM and World Bank funding linked to IDH's earlier achievements on landscape governance (more background will be provided in the next section).

According to INPE data, deforestation rates in Mato Grosso between 2019 and 2022 were 1.7, 1.7, 2.2 and 1.9 thousand km² respectively, without a clear tendency of increase or decline. The portion of Cerrado in this was 0.8, 0.7, 0.8 and 0.7 thousand km² respectively. When compared to peak year 2004 (11,800 km²), deforestation has diminished considerably. A recent study (Valdiones et al., 2022) states that between 2008 and 2019, 92% of deforestation was illegal, and 20% had occurred on soy producing farms (66% of which in the Cerrado). This indicates that soy is no longer the most important driver of deforestation. Local media in Brazil suggests that land grabbing is now responsible for most of the deforestation. These lands are likely to be converted into pasture eventually. Furthermore, wildfires and illegal mining constitute serious problems.

3.3 ISLA: input and outputs

IDH started its landscape approach in Brazil in 2015 during the first phase of ISLA and funding by the NICFI programme. In this early phase, IDH's activities have focused on supporting the implementation of Mato Grosso's Produce, Conserve and Include (PCI) plan, adopted in 2015. Within Mato Grosso, several sub-jurisdictions were selected (Juruena Valley, Sorriso and Barra do Garças) where PCI Compacts were set up; later on also in the states of Maranhão (Balsas region) and Pará. In these PCI Compacts local multi-stakeholder alliances were set up with the aim to conciliate the PCI aspect of landscape management. Production areas

falling under the PCI Compacts were developed as pilots for verified sourcing areas to attract buyers on the SourceUp portal.

In parallel, in a joint effort with the government of Mato Grosso, the PCI Institute was established by state decree in 2019 to facilitate the implementation of the PCI Strategy. This was also an environmental safeguard considered by the World Bank for the approval of a loan to Mato Grosso state. The PCI Institute is governed by a multi-stakeholder committee[3] and liaises with the different sectors operating in the PCI Compacts, including NGOs, local governments, service providers and the private sector (producers, producers associations and companies). In addition, IDH has implemented different field-level projects with private sector partners (e.g. in soy production, cattle ranching and family agriculture products) to support farmers in sustainable production and compliance with Brazil's Forest Code, including assisting smallholder farmers with land tenure regularisation. IDH has also provided direct technical assistance to Mato Grosso's Environmental Regularization Programme, and raised different sources of public and private investment to support the PCI Strategy.

Under the current phase of ISLA, the focus of IDH supports the following activities under the three main result areas:

Landscape governance

IDH continues its support to the PCI Institute, with ISLA contribution, most importantly to the governance of the Institute, to strengthen its strategic and financial capacities. IDH coordinates the Institute's investment committee and participates in other governance committees, while developing an exit strategy for its involvement in the form of a business model for the PCI Institute. In addition, ISLA funds the position of Executive Director of the PCI Institute.

ISLA support to the PCI Institute should be considered against the wider activities of IDH on landscape governance, also funded by other donors. This includes the renewed partnership agreement with Mato Grosso to implement the PCI Strategy, continued implementation of PCI Compacts in Sorriso, Juruena Valley, Barra do Garças and Balsas, and the cooperation with the federal Ministry of Agriculture to implement the national plan for Low-Carbon Agriculture 2020-2030 (ABC+). In addition, PCI Compacts are being developed in three municipalities in the Semi-Arid region of Brazil.

Business practices

In the context of ISLA, IDH has developed a technical assistance (TA) facility for low carbon agriculture (as part of the ABC+ plan) to facilitate access to credit by smallholders producers and enable carbon measuring, reporting and verification for producers who are partners in IDH's field-level projects.

Beyond ISLA, IDH has developed KPIs (benchmarks and baseline) for the PCI Compact areas (four are 'verified sourcing areas' showcased on the online SourceUp platform). It must be noted that the KPIs may differ between the SourceUp KPI guidance and the Compacts, each of which have their own goals and monitoring system. This is because IDH implemented State (level) PCI and PCI compacts before the SourceUp guidance was created. The SourceUp team chose those indicators which would make sense for SourceUp as a global tool.

Progress also has been made on blended financing, through two 30-million-dollar loans by &Green, one for sustainable corn based ethanol production to FS (from 2022), and one to Marfrig to work on sustainable calves (from 2019).

Finally, IDH co-developed a Protocol for Sustainable Production of Calves, together with Natcap and the Confederation of Agriculture and Livestock in Brazil (CAN), which offers technological solutions for traceability in beef supply chains and raising awareness of the social and environmental performance of products originating

[3] Members of the committee are co-founders of the institute: IDH, UNEM (maize and ethanol producers organisation), Agroicone (research and outreach), AMAGGI (large soy grower and trader), Marfrig (meat packer), Earth Innovation Institute (international NGO), Instituto Centro Vida (local NGO) and Eco Arts (non-profit).

from beef cattle, in accordance with the meatpackers and markets commitments and demands. The protocol is based on the experiences in the Sustainable Production of Calves project—a project which started in January 2019 at field level to transform the cattle sector and stop deforestation through providing access to technical assistance to producers, for them to increase their productivity, restore degraded pasture, improve socio-environmental practices and traceability. Meanwhile, the project has expanded both in its original sites of Juruena Valley and Araguaia Valley (more producers) and to include the Pantanal area of Mato Grosso. In this context, IDH also started a process to measure the carbon footprint of farms participating in this project. In September 2022 in the New York Climate Week the 3 largest meatpackers and the leather industries formally committed to support the Calves Protocol Platform (system where producers declare their data) to achieve 1 million calves in the Platform. This was the first time the 3 competitors made a public commitment aligned with a common target.

Field-level sustainability

IDH continues implementing different field-level projects, most of which are funded by ISLA, and all deliver results for the PCI targets of the Compacts:

- The *Sustainable Production of Calves* programme started in 2019 in the Juruena and Araguaia Valleys (Amazon and Cerrado biomes) and has meanwhile expanded to the Pantanal biome (initially in Cáceres municipality), with the aspiration to change the production and commercialization dynamics of the livestock chain. Financial partners include, next to IDH, Carrefour Group, Carrefour Foundation, Cargill/Nutron, ACRIMAT and cattle ranchers. Implementers are ACRIMAT (Association of Mato Grosso Breeders) in Araguaia Valley and the Pantanal, and Natcap in Juruena Valley who provide to technical assistance to farmers for land and environmental regularization, intensification of production, restoration of forest areas, as well as support for access to investments and connection with the market. The programme's goal was to support 557 cattle farmers, with an impact on 255,996 ha of farmland area and 153,532 ha of conservation area by the end of 2022. So far, 301 producers in Araguaia Valley, 172 producers in Juruena Valley, and 58 producers in Pantanal have received direct assistance (531 in total with more than 218,000 ha of farmland and 70,000 ha for conservation). Because of COVID-19, many field level activities were interrupted between 2020 and 2021, so an addendum was created to the programme. Activities will run through July, 2023, making sure all results will be obtained.
- The *Cultivating Sustainable Life* project started in 2020 as a partnership with the Friends of the Earth Club (CAT) to promote sustainable soy production in the Sorriso region through certification against the standard of the Roundtable on Responsible Soy (RTRS), restore riparian areas and organise family farmers (non-soy producers) in associations for enhanced market access. The project has meanwhile entered its second phase (2.0) with co-funding from Cargill to support better conditions for smallholder farmers and the ecological restoration of 100 ha. The project includes 34 soybean farmers and 280 non-soy producing smallholder farmers, and aims to achieve certified soy production on 170,000 ha (d-free soy).
- The *Nosso Leite* ("Our Milk") project started in 2021 and aims to improve dairy farming through the transfer of technical knowledge and the implementation of production technologies that make dairy farming more productive and profitable while safeguarding environmental sustainability. The project is implemented by SEBRAE (Mato Grosso) with IDH co-financing and the partnership of Casterleite and Sicredi dairy in the municipalities Juruena and Cotriguaçu. The project covers 30 producers with IDH's co-funding for 12 smallholders' dairy farms.

An overview of IDH's activities across the three result areas can be found in (note that the reporting is done for ISLA and NICFI funding combined).

Table 2. Achieved outputs in Brazil according to IDH result monitoring framework (IDH data)

Result level & area	Indicator	Baseline	Target 2022	Multi-year 2025 target	MYP adjusted forecast	Result 2021 (cum.)	Result 2022 (cum.)
OUTPUT - Improved Sector Governance	Number of multi-stakeholder coalitions, committees, or secretariats convened at a jurisdiction level to sign and support a common vision, goals, and strategy on sustainable development or sourcing	6	0	8	7	5	5
OUTPUT - Improved Business Practices	Number of Value Chain Actors with MoUs or funding agreement to invest, trade, and/ or provide services	24	31	8	40	50	58
	Number of Value Chain Actors reached with technical assistance (non-financial assistance)	0	1	n/d	2	0	0
	Number of diagnostic analysis finalised	0	1	5	12	8	10
	Percentage of projects in IDH portfolio that are gender intentional	?	0	n/a	n/d	n/d	100%
OUTPUT - Change in field-level sustainability	Number of farmers who gained improved access to financial services	0	0	n/d	155	3	46
	female	0	0	n/d	n/d	2	14
	Male	0	0	n/d	n/d	1	19
	Number of farmers gained access to inputs and technology, including ICT	1,407	0	1,500	n/d	536	541
	female	n/d	0	450	n/d	136	138
	Male	n/d	0	n/d	n/d	400	402
	Number of farmers and workers trained	1,407	0	1,500	n/d	939	1,848
	Female farmers	n/d	0	450	n/d	488	548
	Male farmers	n/d	0	n/d	n/d	451	1,300
	Number of agronomists, extension workers and experts trained	33	0	n/d	175	37	47
	female	n/d	0	n/d	n/d	9	17
	Male	n/d	0	n/d	n/d	28	30

3.4 Findings

3.4.1 Relevance

The overall relevance of IDH's landscape approach in Brazil, which started in Mato Grosso in 2015, was already confirmed during previous evaluations (of NICFI and ISLA, phase 1). Also for the period of 2021-2022, Mato Grosso continues to be the core of IDH's activities owing to the state's economic importance as Brazil's agricultural powerhouse and its function as a biodiversity hotspot—spanning the Amazon, Cerrado and Pantanal biomes—which are under increasing threat. Beef and soy production have been important drivers for deforestation (nowadays beef as well as (non-soy) family farming much more than soy) and in many cases, farms still have to recover vegetation to comply with Brazil's Forest Code. Therefore, **IDH's ongoing focus on these agricultural sectors and its support to accelerating property regularisation through registry and validation of the CAR continues to be highly relevant**, combined with its work to support the implementation of the state's PCI Strategy (Green Growth Plan), which is an official public policy of the Government of Mato Grosso. Since the State government is ultimately responsible for the territorial planning (Ecological Economical Zoning) as well as compliance with environmental legislation, its inclusion in the IDH activities is crucial and highly relevant. At the same time, it can be observed that agriculture is not the only driver of deforestation and other factors, such as land-grabbing and illegal mining, have become increasingly important (Moutinho & Azevedo-Ramos, 2023). These fall outside the scope of ISLA's activities, but the PCI being an integrated landscape approach it is worth considering these in the PCI context as well.

ISLA plays an important role in supporting farmers, particularly in the Cultivating Sustainable Life project and Sustainable Production of Calves programme, in more sustainable production, including restoration efforts. Local (smallholder) farmers often produce with limited technology, and production methods and farm management need to improve to maintain vegetation cover, reduce carbon emissions and simultaneously raise the standard of living. ISLA-funded projects therefore are highly relevant as an important support mechanism, but also function as an opportunity to test new business models with implications for the entire supply chain, as can be seen by the Sustainable Production of Calves programme.

The establishment of a TA facility to improve access to finance mechanisms for low carbon agriculture (ABC+) supports conservation objectives in agriculture in and beyond Mato Grosso. Eventually the ABC facility will cover Brazil as a whole, facilitating replication in other areas.

3.4.2 Coherence

ISLA—and IDH's broader landscape approach—are closely aligned to Mato Grosso's PCI Strategy and national environmental policy objectives. First, ISLA provides support to the PCI Institute, which is the implementing body for the PCI Strategy. This has been ongoing since the first phase of ISLA. Second, IDH's landscape approach supports the implementation of the Forest Code by supporting CAR validation on rural agricultural properties. CAR is a nation-wide policy instrument to ensure landowners' compliance with land use regulations and was first introduced in Mato Grosso; yet, CAR validation at the State Environmental Agency SEMA remains a bottleneck which IDH is contributing to resolve (NICFI funding). Farmers who participate in ISLA-funded projects receive direct assistance to comply with CAR requirements (ISLA funding). Again, this has been ongoing already since phase 1 of ISLA. As a third and new point, ISLA set up a TA Facility to support Brazil's ABC+ plan—an initiative by the federal government in order to promote low carbon agriculture through financing mechanisms of government-owned banks, such as BNDES and Banco do Brasil. The TA Facility that IDH is developing with ISLA support will enable the collection of all relevant information at farm level needed for the implementation of ABC+. Thus, the Facility directly strengthens federal government policy. This support is currently being provided in the pilot with calve producers in Mato Grosso, but will eventually be applicable nation-wide, and cover any kind of agriculture and livestock.

Finally, it can be observed that **there is strong internal coherence at IDH between activities funded by different programmes**, particularly ISLA and NICFI. All activities form part of the larger landscape approach

that IDH is implementing in Mato Grosso and increasingly also in other states. This implies that the different donors, most notably NICFI and ISLA, are highly complementary in their funding.

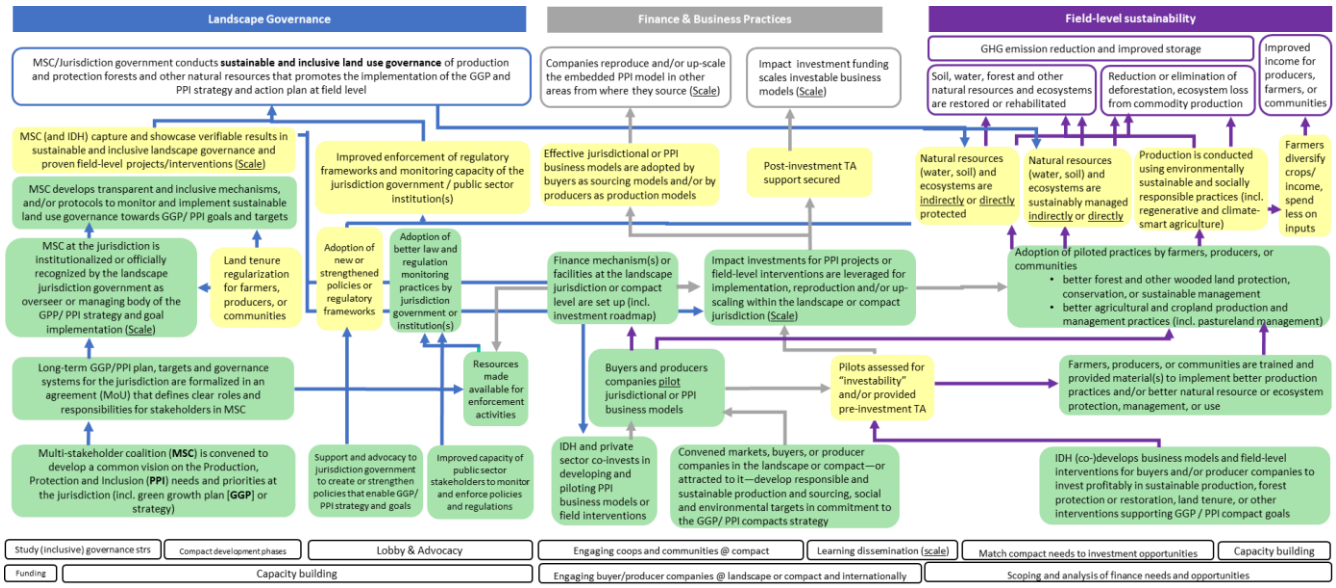
3.4.3 Effectiveness

3.4.3.1 General effectiveness

According to IDH's Result Measurement Framework, ISLA—together with NICFI—is well on track to achieve its objectives and advance according to its ToC (see also Figure 3):

- Mato Grosso has currently a State level PCI and three PCI compacts (Juruena Valley, Sorriso and Barra do Garças). Besides these Compacts, IDH works in Mato Grosso in the Pantanal and the Araguaia Valley, through the Sustainable Production of Calves programme. These activities clearly contribute to improved governance, field level sustainability and improved business practices. The remaining PCI Compacts are outside of Mato Grosso State, and are therefore not object of this MTE.
- Regarding the number of new or improved policies or standards that are effectively enforced no target was set for 2022, however, according to the IDH monitoring system these already amount to eight, against a baseline of four.
- At EUR 1,540,765, total private co-funding of the programme is well over the set target for 2022 of EUR 936,582 between ISLA and NICFI. Directly related to ISLA private co-funding amounts to EUR 299,141.
- Three Value Chain Actors obtained improved access to financial instruments such as blended finance, equity or serviced through an investment deal /commercial loan, against a 2022 target of one. FS, a corn based biofuel company obtained a loan from &Green of US$ 30 million for sustainable corn production as a second crop for soy farmers and it is also part of the credit conditions that FS promotes APP restoration (400 ha) and underground capture of carbon. Another US$ 30 million were granted by &Green to the meatpacker Marfrig (among the three largest in Brazil) to work on guaranteed deforestation free beef, including the monitoring of indirect suppliers. Finally, &Green lend US$ 10 million to Roncador farm (150,000 ha) to promote sustainable integrated soy and beef production. It must be noted, however, that these funds are mostly from NICFI (although structured as a commercial fund and managed independently of NICFI). The number of targeted Value Chain Actors that adopted or updated their sourcing or procurement policies or strategies to include sound social and environmental sustainability criteria and goals is currently five against a baseline of two, whereas no specific 2022 or 2025 targets were set.
- No specific data on the adoption rate of sustainable manufacturing, production, and land-use management practices seems to be available. Interviews show, however, that most participating farmers are happy to adopt and are already reaping the benefits. The most difficult was the situation in the Pantanal, where farmers are traditionally more mistrustful. Nevertheless, by intensifying the communication process this situation seems to have been countered. It is suggested that the adoption rates be better specified and monitored/documented.
- 1,445 producers received capacity building on good agricultural practices and sustainable land management, of which 196 were women. No concrete figures on adoption rates seem to be available, but the capacity building as such was well received.

Figure 3. Progress of ISLA in Brazil against the country-level ToC (KIT, 2023)



3.4.3.2 Landscape governance

Since the beginning of IDH's landscape approach in 2015, **different landscape governance mechanisms in Mato Grosso have been put in place**, most importantly the PCI Strategy, three PCI Compacts (with their own field-level projects) and the PCI Institute. **All mechanisms are characterised by broad-based stakeholder involvement**, including state-level and local governments and public authorities, large and smallholder farmers, civil society and community organisations, sector organisations, and large enterprises such as Carrefour, Marfrig, Cofco, Bayer and Casterleite. As such, landscapes are represented at a horizontal and vertical (value chain) level. Altogether over 70 partners are involved in the PCI.

The PCI Institute, established in 2019, plays an important role in landscape governance, as its tasks include liaison, coordination, policy development, fundraising, development and monitoring of programmes, and development of standards and indicators. **Local ownership of the PCI Institute continues to be high**, also due to the multi-stakeholder Board of Directors and Advisory Board.

Over the period of 2021-2022, the Institute liaised and coordinated with the three PCI Compacts in Mato Grosso for their continued implementation, and played an important role in establishing new initiatives, such as the TA facility for the ABC+ Plan and expanding the Sustainable Production of Calves programme to the Pantanal. As such, the **PCI Institute contributes to both continuity and upscaling of PCI-related activities**. IDH, in turn, is one of the funders of the Institute, in addition to the German International Cooperation (GIZ), and the REDD+ for Early Movers (REM) Programme for Mato Grosso (which is linked to the PCI Strategy).

In 2021, the PCI Institute in close coordination with IDH, conducted a study from the International Sustainability Institute to understand the finance gap as well as available instruments to finance the PCI Strategy implementation by 2030. The study showed that from 2016-2020, US$ 3.2 billion were raised related to the PCI Strategy goals, which compares to an estimated funding gap of US$ 30 billion needed from 2020-2023 for the implementation of the PCI Strategy. Roughly 80% of the finance gap needs to be filled by the private sector (mostly for pasture restoration, planted forests, cattle productivity increase, and restoration of legal reserves and riparian areas). The PCI Institute therefore published an updated PCI Pitchbook (February 2023) to attract investments, having liaised with 44 projects in Mato Grosso that contribute to the PCI Strategy. For the compacts in Sorriso, Barra do Garças and Juruena Valley studies were made to estimate implementation costs for all established targets as well as potential revenues from carbon credits.

Table 3 shows the assessment of the ISAEL criteria for effectiveness in terms of landscape governance. Stakeholders from all relevant categories are strongly engaged and commitments have been formalised. The

PCI Institute has over 70 different partners. Governance is well taken care of; three compacts were formally established and are being implemented in accordance with established agreements, and the PCI is an official government policy and has its own institute to facilitate its implementation. A progress framework is in place, goals have been set as well as milestones. Finance is being taken care of, there are considerable private sector contributions, blended finance as well as government contributions. Considerable funds are available through the REM programme.

Table 3. Governance assessment for Mato Grosso

Category	Desired outcome	Assessment
Engaged Stakeholders	Key stakeholders in the jurisdiction, including local government and producing enterprises, are actively engaged in the initiative and committed to any action plans and their stated outcomes.	
Governance	Clear and transparent operating procedures define the legal standing of the initiative and the governance roles, responsibilities and decision-making for different stakeholders in that initiative.	
Progress Framework	Sustainability impact goals or outcomes, timebound targets and milestones are defined for the jurisdiction and an action plan lays out steps to be taken to meet the milestones and outcomes.	
Financing	The jurisdictional initiative has defined a budget and secured or identified resources sufficient for the ongoing operation of the initiative, including monitoring of progress.	
Monitoring System	A framework is in place to monitor performance improvements in the landscape, in conjunction with the capacity to manage and analyse the data and accurately communicate the results.	

3.4.3.3 Changes in business practices

Large companies (e.g. meat packers Minerva, Marfrig, JBS, wholesaler Carrefour and soy producers and traders FS Bioenergia,, Amaggi, Bayer and Cargill) **are actively involved in the PCI Institute and PCI Compact activities**. Their participation and commitment show the growing importance of sustainability at a landscape level, also to secure commodity supply and market access. RTRS-certified soy (d-free) is increasing in Sorriso, already attaining 150,000 ha, aiming at attaining 50,000 ha more by 2025 (ISLA funding), and the Sustainable Production of Calves programme (ISLA and NICFI funding), with direct support from Marfrig and Carrefour and Cargill, is an important step in freeing beef production from deforestation. Other large meat packers (Minerva and JBS) have declared to be committed to this. These large companies have committed to financially support several PCI projects. Finally, the NICFI &Green Fund is active in the project area of Araguaia Valley (since before 2021). It provided a US$ 30 million loan to FS Bioenergia in Sorriso to establish deforestation free corn in May 2022, and a US$ 30 million loan to Marfrig for sustainable calves production in Juruena Valley.

The TA Facility for ABC+ will facilitate access to credit for low carbon agriculture. First versions of the necessary tools are already available and are being tested with 70 farmers participating in the Sustainable Production of Calves programme. The final goal of this stage is to include 500 farmers for this pilot. The tools will then be improved, and made suitable for other crops and activities, also outside Mato Grosso. This will be able to generate access to credit for a large part of the farmers involved in PCI field level sustainability projects and beyond. The developers work together with Natcap, who are applying the farm appraisals, in order to adjust to practical issues in the field. Creditares, WayCarbon and Bovcontrol are the three main partners providing digital tools for credit analysis, carbon inventory and monitoring agenda.

All established PCI Compacts are included on the SourceUp platform to give an indication of sustainability of produce from a certain region. For Mato Grosso, **there are three landscapes which are live on SourceUp**.

Committed buyers include JBS (for Barra do Garcas), Marfrig, Casterleite Dairy Industry and Carrefour (for Juruena Valley), and Cofco International, Nutribras, Delicious Fish and FS Bioenergia (for Sorriso). **However, the platform is not yet active**, so its effectiveness cannot be assessed.

3.4.3.4 Field-level sustainability

ISLA co-funds four different projects: the milk project which falls under the Juruena Valley PCI Compact, the Sustainable production of Calves programme in Araguaia Valley and Pantanal, and the CAT Sorriso project which falls under the Sorriso PCI Compact.

The milk project in Juruena Valley is implemented by SEBRAE and is part of a state-wide initiative, with a well-established methodology based on the experience accumulated in SEBRAE. According to the progress reports, TA is provided and adopted well by farmers (12 farmers are supported directly by ISLA, most of them women). While it is too early to see for verified results it seems that there is a large potential for a sustainable raise in productivity and income, with **initial indications suggesting a raise in production by 50% due to the TA provided**. Bottlenecks include that some farmers have no means to acquire the required inputs, such as fertilisers, and/or access to the market to sell calves, which is likely to reduce their ability to make the recommended investment. The ABC Facility has the potential to address these issues, more specifically where credit is concerned. Moreover, Sicred is a partner of the project to provide credit for dairy producers, and has a special credit line for women.

Nonetheless, the project is limited to TA at the farm level, whereas farmers would benefit from a broader support, particularly on market access. Milk producers are necessarily also calve producers and vice versa, so there is an unexplored potential to (partially) integrate projects on the milk and calves chains, e.g. pasture management and CAR regularisation. However, according to IDH, there is a project for the cocoa chain with agroforestry practices under development, in collaboration with the calve producers, with a focus on diversification of production and better land use.

The Sustainable Production of Calves programme in the Araguaia Valley seems to be implemented effectively. Around 300 farmers, spread over four municipalities, are being supported by the project. All TA staff has been contracted. The TA provided is welcomed by farmers, and seems to make a positive contribution to productivity, marketability as well as compliance with the forest code (conservation). ACRIMAT states that so far 8,254 ha of intensified pasture were established. However, concrete numbers on improvements at farm level are not yet available. It is important that all farmers will have their CAR registered with the aid of the project, and in the case of non-compliance with the forest code restoration plans established (PRADA). This activity is still in progress and no concrete data seem to be available at this stage. **All calves are being ear-tagged, and included in the traceability system for beef free of illegal deforestation**.

The Sustainable Production of Calves programme in the Pantanal is still in an early phase and works with 58 farmers. Due to a different cultural setting (much more traditional long-time occupation of the territory), farmers' attitudes are quite different. There is much more mistrust, and resistance to outside interference. By intensifying awareness raising by means of a more intense agenda of meetings with farmers, this problem seems to have been countered. Due to the different biophysical circumstances, the scope of the assistance is somewhat different; for example, there is a strong component of reduction of dry matter to avoid wildfires. Farms are large but with small productive areas, which makes their economic exploitation more difficult. ACRIMAT states that about 13,000ha of intensified pasture were established. Due to the recent start and initial reluctance by the farmers, there are **not many other specific results at field level at this stage**.

Finally, the CAT Sorriso project follows a three-pronged approach. First, it promotes sustainable soy production through RTRS certification. **Progress is on track and targets on the area of certified soy are likely to be reached or overachieved**. Since a premium of US$ 2 per ton is paid for certified soy (against a certification cost of R$ 3 per ha; roughly US$ 0.60), this is economically interesting for soy farmers, and does not require much extra financial input. Second, the project supports a large settlement (non-soy producers) scheme in order to diversify production and improve income. The main bottleneck here was that serious illegal deforestation had

taken place in the settlement, which, as a consequence, suffered a collective embargo by the authorities. This had consequences for access to markets and finance, thus also complicating any kind of TA. By registering the CAR and developing a restoration plan (PRADA), CAT has been working with PCI Compact in Sorriso to suspend the embargo, which has been a very important step to continue working in the area. It is expected that more consistent results can be generated from now on. In addition, the settlement support resulted in the establishment of a Rural Family Microcredit Programme at the municipality of Sorriso (Fundo de Aval), which was accessed by 18 smallholder producers in 2022. The 3rd part of the approach is the restoration of Permanent Preservation Areas. All co-funding projects IDH approves should address the three PCI pillars by principle.

3.4.4 Impact

3.4.4.1 Programme impact

Hitherto progress made in advancing the landscape approach demonstrates that IDH is on track to accomplish outputs and outcomes. While it is difficult to observe concrete impact, the following can be noted with regard to expected impact from ISLA funding.

First, the **continued support to the PCI Institute is expected to have important impacts as the Institute is directly (co-)responsible for implementing and coordinating action on Mato Grosso's PCI Strategy**, which aims, among others, to reduce deforestation by 90% by 2030. The director of the PCI Institute recognises that the aim of zero illegal deforestation will be hard to reach, as there will always be some level of environmental crime, but illegality should be reduced to a marginal level (AgriBrasilis, 2023). Most of the deforestation before the period under evaluation in Mato Grosso was illegal (Valdiones et al., 2021), suggesting a lack of enforcement of environmental legislation, particularly at the federal (not Mato Grosso government) level. At the same time, the director of the PCI Institute suggests that coordinated state action starts bearing fruit, as deforestation fell by almost 14% between 2021 and 2022 according to PRODES data (AgriBrasilis, 2023).

Second, **the TA facility to the ABC+ plan**, which is currently in the first stages of piloting, **will also help implement PCI activities to the country as a whole**. The expected impact will be to reduce thresholds for farmers to invest in low carbon agriculture, implying a larger share of low carbon agriculture in total production, with all the benefits associated with it (lower CO_2 and methane emissions, better protection of the environment, increased sustainability) at a nation-wide scale.

Third, the **four field-level projects co-funded by ISLA are expected to generate impact**, including to restore 734 ha of degraded (pasture) land and protect 335,200 ha of natural vegetation (see Table 4).

Table 4. Expected impact of field-level projects in Mato Grosso

	Sustainable Production of Calves (Araguia Valley)	Sustainable Production of Calves (Pantanal)	CAT Sorriso	Nosso Leite Juruena Valley
Producers	300	100	35 soy farmers 280 settlement farmers	22
Restoration	400 ha	- ha	334 ha	Ha
Protection	97,200 ha	188,000 ha	50,000 ha	ha

Particularly the Sustainable Production of Calves programme **seems to generate high interest**, which can be seen in its expansion to the Pantanal area. In 2021, the first batch of 100% traceable and deforestation-free meat was sold in a store of the Carrefour Group located in a lower-income neighbourhood of São Paulo, which IDH views as proof that sustainability can come at an affordable price. Also new co-funders entered in the programme, such as Marfrig and Cargill/Nutron.

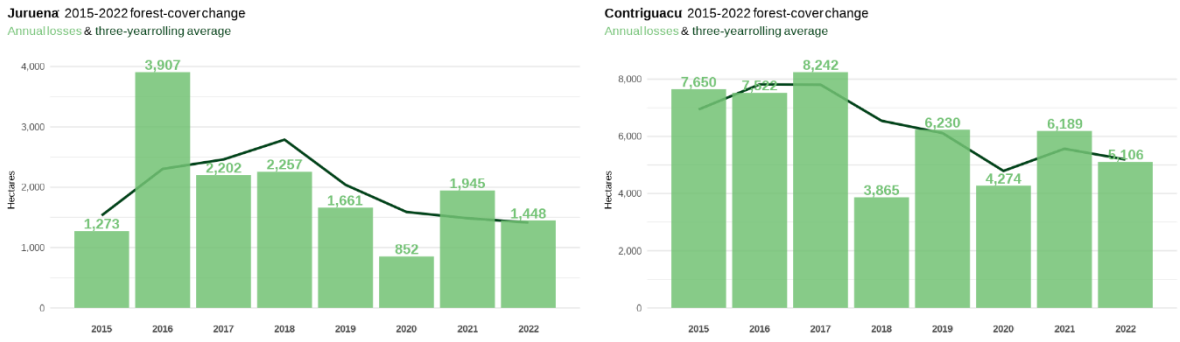
Moreover, the **project served as incubator to develop the Sustainable Production of Calves Protocol** (with NICFI funding). The protocol was launched in March 2022 and details procedures for sustainable calf production from the animals' birth to the last farm before slaughter. Based on blockchain technology, it can be applied to cattle breeding in all Brazilian biomes. It comprises four modules, from an entry-level "inclusion" module which focuses on regularisation of PRODES (Brazil's satellite-based Programme to Calculate Deforestation in the Amazon) to an ambitious zero-deforestation module with batch or individual traceability. IDH aims to have one million animals declared on the traceability platform by 2025. JBS, the largest meat processing enterprise in the world, already committed to working with cattle breeders in Barra do Garças, where the company operates a beef processing unit, to encourage them to declare their animals on the Protocol for Sustainable Production of Calves platform, including land title regularisation as well as environmental regularisation under the Brazilian Forestry Code. This is expected to recover 100,000 ha of low productivity pasture in Barra do Garças and 2.5 million ha throughout the state of Mato Grosso. In addition, commitments have been secured from Minerva Foods, including a new expansion of the Sustainable Production of Calves programme, the association of organic cattle farmers in the Pantanal (ABPO), and the Federation of Agriculture and Livestock of Pará, are also all involved in the process. Commitments of the country's three largest meatpackers show there is a great potential to achieve the 1,000,000 heads of cattle goal.

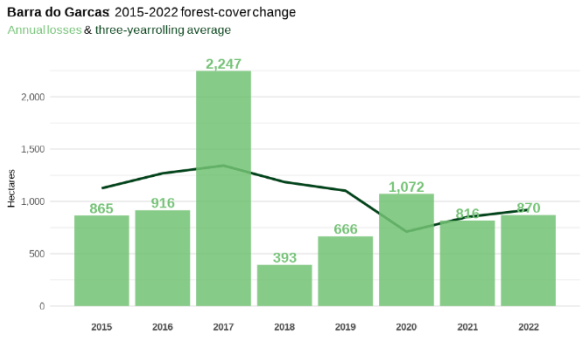
3.4.4.2 Forest cover change in PCI Compact areas

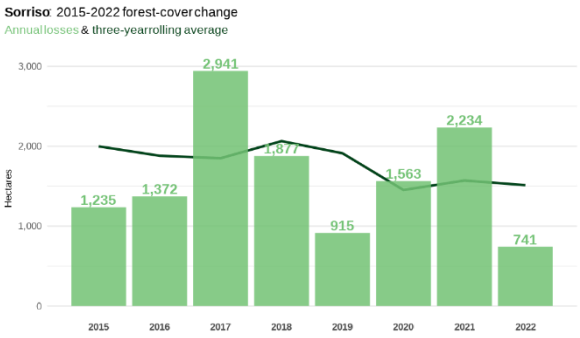
Based on the Hansen Global Forest Change dataset, the four PCI Compact areas in Mato Grosso were analysed for their tree cover change 2015-2022. The Hansen set is used here in order to allow for comparison between countries where IDH is active, using a single methodology. If it were only the Brazilian context, the official PRODES data would have been more adequate. The results in Figure 4 show:

- decreasing deforestation in Juruena Valley (Juruena and Contriguacu) where there are two field-level projects (Nosso Leite and Sustainable Production of Calves)
- an increasing trend of deforestation in Barra do Garças, which does not have a field-level project, and
- a mixed picture for Sorriso (one field-level project: CAT Sorriso), where deforestation rates varied substantially over the last few years.

Figure 4. Forest cover loss trends in PCI Compact areas in Mato Grosso (Juruena, Contriguaçu, Barra do Garças and Sorriso). Values on the top of bars are in ha. Three year rolling average is presented as bold line.

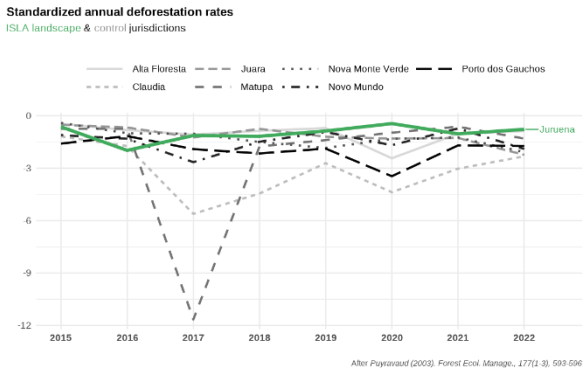


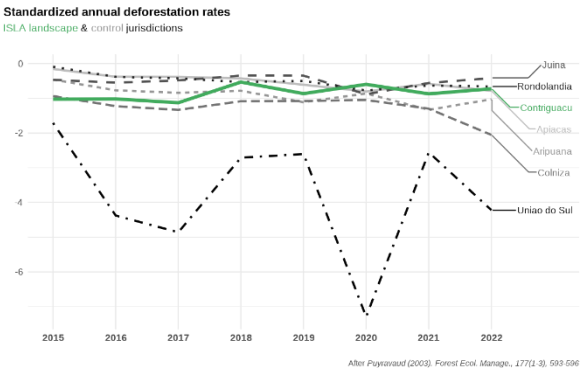


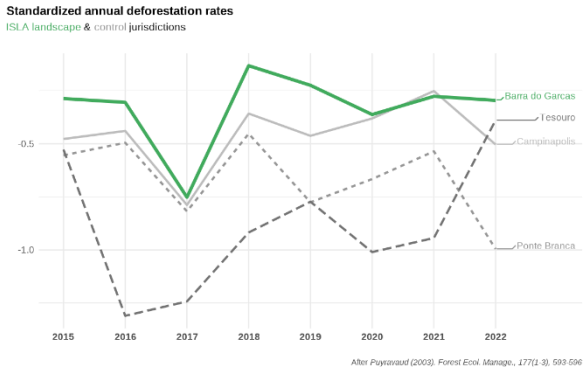


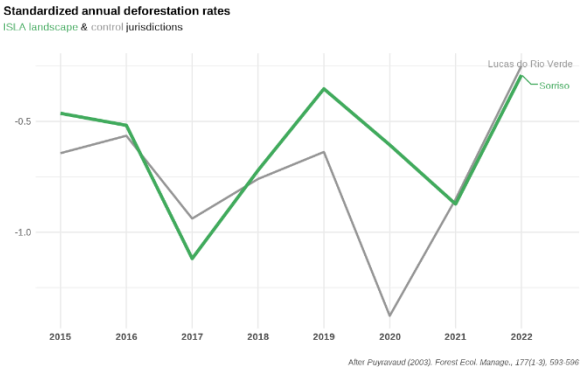
When comparing forest cover loss trends in PCI Compact areas with control jurisdictions, an overall good performance of the Compact areas can be identified (see Figure 5). It remains difficult, however, to attribute this directly to IDH's landscape approach, as various factors play a role. Also, it should be noted that at least for Barra do Garças and Sorriso, they performed better than control jurisdictions in 2015, hence, at the start of ISLA (and NICFI) funding.

Figure 5. Standardised annual deforestation rate for PCI Compact areas in Mato Grosso (Juruena, Contriguaçu, Barra do Garças and Sorriso) and control jurisdictions









3.4.5 Sustainability

In Mato Grosso the PCI Strategy has been formally established as government policy and the PCI institute was legally established as a private entity. Interviews suggest that the state will continue to support the efforts, and additional resources will become available through the REM programme (funded by GIZ, KfW and BEIS). Sustainability at an institutional level is therefore likely. The landscape approach of IDH supporting the PCI Strategy also has the support from the private sector. Products generated by field-level projects (sustainably produced calves and RTRS-certified soy) receive a premium on top of the going market price, which should incentivise producers to remain engaged. TA is provided free of charge to enhance productivity and income, which should be additional incentives for farmers to continue. Linking the ABC facility to financing opportunities

(Creditares) through the TA Facility should also have a positive impact on sustainability. Nevertheless, initiatives like the support to settler schemes as implemented by CAT Sorriso still do not have a guarantee of sustained support. This might be a government responsibility, but thus far, no specific continuous funding sources were identified.

3.4.6 Strategic learning

IDH has accrued considerable experience in the PCI approach in Mato Grosso. All state-level activities by IDH and the multistakeholder-based PCI Institute are interconnected to the state's PCI Strategy. This implies that valuable lessons can be internalised not only at the level of IDH, but also by governmental and non-governmental actors, which can facilitate replication of activities both within and beyond Mato Grosso. Replication is already taking place, as illustrated by the expansion of the Sustainable Production of Calves programme, which started in Juruena Valley (with NICFI funding), then expanded to Araguaia Valley and most recently to the Pantanal (both with ISLA funding). The RTRS certification efforts of CAT have even led to a request for assistance by a similar organisation in Paraguay. Furthermore, the involvement of nation-wide operating meat packers provides further scope for upscaling. The lessons learned in Mato Grosso also enabled IDH to develop similar PCI Compacts in Pará, Maranhão, Pernambuco, Paraíba and Rio Grande do Norte, encompassing not only Amazonian biomes, but also semi-arid and Cerrado areas. Finally, in Colombia, the PCI model of Mato Grosso state was implemented in three departments: Huila, Cesar and Magdalena.

Summary of the most important lessons:

- The adoption of the PCI/Green Growth Plan as a state policy is allowing for a state wide approach, providing plenty opportunities for scaling-up, particularly because also private companies working in a larger area are involved.
- Farmers in Mato Grosso tend to be receptive to innovation, particularly when shown the benefits.
- The forest code provides a good basis to guarantee a considerable area of preserved forests.
- The involvement of government, private sector companies and producers is key for innovation and creating synergies.

3.5 Conclusions and recommendations

The landscape approach in Mato Grosso is well established by now and IDH is involved in a variety of interconnected, mutually reinforcing activities to support the implementation of the PCI Strategy and three PCI Compacts in Mato Grosso, to develop similar (albeit more localized) initiatives in other states, and to support broader policy objectives at the federal level. Activities started in 2015, with much achieved during the first years of implementation. In this way, phase 2 of ISLA (and other sources of funding) is about 1) consolidating what is already in place (such as the PCI Institute), 2) upscaling attractive value propositions (e.g. about calve production and traceability) and 3) expanding the landscape approach with new activities to fill gaps (e.g. TA facility to ABC+ Plan). All activities seem to follow either one of these logics, resulting in continuous innovation within the larger landscape approach.

The main shortcoming at this stage lies in monitoring and tracking results at an outcome or impact level. While stakeholder perspectives are generally very positive and anecdotal evidence supports IDH reporting and claims, there is a general shortage of evidence-based reporting.

At a more detailed level, the main strengths and weaknesses identified can be found in Table 5.

Table 5. Strengths and weaknesses of ISLA in Mato Grosso (2021-2022)

Strengths	Weaknesses
1. The embeddedness of ISLA into larger landscape approach with diverse sources of funding creates synergies and catalytic effects.	1. There is little monitoring on project results and farm-level outcomes (at least not documented), also due to the challenges of involving different partners across different ecosystems. The available information should be presented in a more systematic way.
2. IDH has done much groundwork in phase 1 of ISLA. Now, in phase 2, it can focus on: - Consolidation (e.g. support for PCI Institute) - Upscaling (e.g. Sustainable Production of Calves) - Expansion and long-term impact (e.g. TA facility for ABC+)	2. While understanding that building relationships with companies takes a long time, it remains unclear from available evidence how far the commitment of companies goes in practice and to what extent they are indeed transforming their business models (e.g. JBS).
3. There is a high degree of institutionalisation of the landscape approach, particularly through the PCI Institute (which is a novelty in itself).	3. Buyers are registered on SourceUp, but the platform is not yet active, rendering its relevance unclear.
4. There is strong involvement of the private sector (involvement has continued and expanded since phase 1 of ISLA).	4. The TA provided in settlement schemes in the CAT Sorriso project is useful, but it is unclear whether this is sustainable without donor assistance. Alternatives should be sought for continued TA, like an exit strategy.
5. By funding different field-level projects, ISLA directly supports different PCI Compacts in Mato Grosso, which are broad-based stakeholder coalitions with motivated members.	
6. The upscaling of the Sustainable Production of Calves programme speaks to a relevant initiative and market demand for deforestation-free meat. The first batches of deforestation-free meat have been sold. Moreover, the Calves programme has enabled the launch of the Protocol for the Sustainable Production of Calves, with the potential for country-wide uptake.	
7. There is evidence of strategic learning at IDH: the experience accumulated allows for upscaling and expansion to other states. Technical knowledge is widely available and can support upscaling and replication.	
8. There are various mechanisms in place for sustainability of efforts, particularly the PCI Institute.	

Recommendations / potential areas for improvement

IDH, and ISLA, are achieving important results in Mato Grosso. In general, progress and impacts are adequate. Nevertheless, improvements can still be reached:

1. Funding agreements should be assessed on complementarity and creating synergies, including the calves and milk projects, which could benefit from their complementarity. Dairy farmers are, by default, also calve producers, so lessons learned and practices from the Sustainable Production of Calves programme can be relevant for the milk project. Pasture management is equally relevant to both, and a milk farmer having difficulties marketing his calves could benefit from being included in the traceability system of the sustainable calves programme, even more so because according to the conditions of the milk programme he already has his CAR registered.

2. The monitoring system should be improved in order to adequately document and quantify improvements at farm level. An adequate MEL strategy can also create synergies and help field-level projects to (better) learn from accumulated experiences. IDH is currently investing in such a MEL strategy with the support of an external consultant. The MEL efforts made in Vietnam could serve as an example for Brazil (see chapter on Vietnam).
3. A more coherent scaling-up strategy should be developed to ensure that ISLA's efforts with regard to upscaling and expansion learn from accumulated experience, respond to identified needs and gaps (rather than only (funding) opportunities).
4. Gender should be more coherently addressed, taking into consideration IDH's gender strategy. A dedicated study on how gender is integrated into the landscape approach in Mato Grosso would be useful to guide future programming.

4 Findings Grand Mbam (Cameroon)

4.1 Introduction

This chapter evaluates the progress of IDH's ISLA programme in Cameroon for the years 2021 and 2022. The MTE focuses on the Grand Mbam landscape and specifically the three municipalities of Mbangassina, Ntui, and Ngoro. All findings are based on a desk review of information provided by IDH, five semi-structured interviews and a Sprockler survey with five respondents, and a geospatial analysis of forest cover change. A learning workshop with IDH staff was held on 13 July 2023 to validate the findings and document the most important lessons.

Key findings of the MTE

1. The ISLA Cameroon programme started its first phase in 2021. Assessing relevance and progress against outcome objectives is therefore too early.
2. The landscape is highly relevant because of its geographical context—high rates of deforestation and presence of community forests—and the importance of the area for cocoa production.
3. The coherence with the National "Roadmap to deforestation-free cocoa" (convened by IDH) is a strength that provides an incentive to cocoa companies to invest in field-level sustainability project. Vice-versa, the insights and lessons from the implementation of the projects can feed back into the platform.
4. The project succeeded to bring together a multi-stakeholder coalition and sign a PPI compact for the Mbangassina Municipality and is advancing towards this goal in Ntui and Ngoro Municipalities. In Mbangassina a large group of diverse stakeholders are included, with seemingly strong local ownership and inclusion of vulnerable groups through a special working group.
5. ISLA Cameroon realised two sizeable, holistic, and locally relevant field-level projects, one with Cargill and one with ECOM, that have the potential to influence business practices of cocoa buyers. The goal is to improve the sustainable management of community forest and to reduce the impact of cocoa cultivation on deforestation. In view of the stricter EU legislation on deforestation, there is a risk that cocoa companies disengage from community forests (which are not legally protected). The projects offer the cocoa buyers an alternative strategy for disengagement by helping them *address* deforestation risks in line with the OECD due diligence guidance for responsible business conduct.
6. If successful, the plan is to present the case to the Roadmap at national-level to demonstrate how companies can comply with the EU legislation by addressing deforestation risks. The AMS-ECOM project features a quantitative impact study through which the results of the project can be demonstrated.
7. However, the potential economic benefits of agroforestry could be overestimated in the projects. A thorough context-specific analysis of agroforestry benefits, including a market analysis, is currently lacking and is best conducted for the general area before project implementation. Such an analysis is part of the ECOM-AMS project.
8. The Central Africa Forest Initiative (CAFI) has opened a call for proposal for US$ 20 million for integrated landscape management, better land use planning, and sustainable coffee and cocoa production to be implemented in the greater Mbam landscape. While ISLA activities did not directly led to this call for proposal, it is very plausible that the call for proposal was in part inspired by ISLA. Importantly, it shows how upscaling might also be possible by attracting public funding into a landscape.

9. A clear exit strategy is currently lacking which threatens the sustainability of the programme in the long term. Even though the programme is young it is important to integrate features that could ensure institutional sustainability of landscape governance in the design phase.

4.2 Context of Grand Mbam

Rainforests in Cameroon cover approximately 40% of the national territory, making it the 3rd largest forest range in the Congo Basin, after the Democratic Republic of Congo and Gabon. The management and conservation of this primary forest is, however, not going well. Cameroon has one of the highest rates of deforestation in the Congo Basin, and a recent WWF report identifies it as one of the 24 deforestation fronts globally.[4] Between 2000 and 2020, the country lost 1.32 million ha of tree cover.[5] Deforestation is currently being exacerbated by the conflict in the South West of the country and the Boko Haram incursions in the North, which leads to internal migrations and puts extra pressure on forested land.

One driver of deforestation in Cameroon is the clearing of land for cocoa production. Cameroon is an important exporter of cocoa beans; the fourth largest in terms of volumes. The Netherlands is the most important destination. More than half of the cocoa produced in Cameroon is exported to Netherlands.

One of the major cocoa production areas currently under threat of deforestation is the Grand Mbam landscape. It is the region with the highest rate of deforestation in Cameroon.[6] Located close to the capital Yaoundé, it also accounts for over a quarter of national cocoa production. The three municipalities where IDH is focusing its attention—Mbangassina, Ntui, and Ngoro—cover a large area (63,800, 165,000, 157,600 ha, respectively), which is also largely covered by secondary forests (39,000, 129,000, 73,000 ha) according to 2020 Satelligence data. Although ground validation proves that much what is identified as forest, is actually cocoa plantations.[7]

The remaining forests in the landscape are under growing threats from illegal logging, expansion of subsistence farming and poorly managed cocoa production. Furthermore, a government project to develop large-scale farming puts further pressure on existing forests.[8] The rate of forest cover loss in the thee Municipalities is shown by Figure 6. A relative stable trend can be seen in all three municipalities with relatively high rates of tree cover loss. In the period 2015-2022, there is an estimated total loss in closed canopy forest of 2707 ha in Mbangassina (7% forest loss compared to the Satelligence estimates of forest cover in 2020), 2738 ha in Ngoro (2% forest loss), and 7676 ha in Ntui (10.5% forest loss).

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[4] WWF (2021). Deforestation fronts: Drivers and responses in a changing world

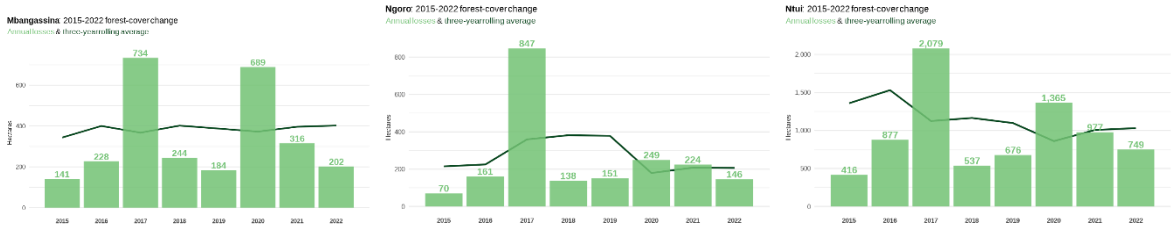
[5] WRI (2020). Global Forest Watch

[6] Ibid.

[7] Satelligence (2020).

[8] This project is developed by the Ministry of Agriculture and the Ministry of Land Tenure and aims to support the creation of large-scale farms in 400,000 ha from 2024-2030 in the Center region. Source: CAFI

Figure 6. Forest cover loss trends in Mbangassina, Ngoro, and Ntui, Cameroon. Values on top of bars are in ha Three year rolling average is presented as bold line (KIT, 2023).



4.3 ISLA: input and outputs

IDH started scoping its activities in Cameroon in 2018 when a letter of intent was signed with representatives from private, public, and civil society sectors to develop a landscape approach in Cameroon. Scoping activities continued in 2019-2020 supported by a limited institutional budget, with full-fledged activities starting in 2021, when ISLA funding was allocated to the landscape programme.

The activities in Cameroon focus both at the national level where IDH is convening the "Roadmap to deforestation-free cocoa" (supported by institutional budget), and at the landscape level under the title of the "Green Commodity Landscape Programme" (GCLP) where the policy reforms and actions designed through the national roadmap are piloted.

The two priority landscapes selected for the GCLP are Grand Mbam, located in the Center region close to Yaounde, and the Djoum-Mintom landscape, located in South region. IDH mostly focuses on the Grand Mbam region, because this is an important area for cocoa production for which the Roadmap to deforestation-free cocoa is particularly relevant. IDH's partner, WWF, is the lead convener in Djoum-Mintom, which has less cocoa production and is much more a forested landscape. WWF leads its programme with technical support from IDH in Djoum-Mintom through its own source of funding. In this MTE, the focus is on Grand Mbam.

The objectives of the ISLA programme for the 2021-2025 phase are threefold:[9]

1. Strengthen the landscape coalition in the Mbangassina municipality;
2. Ensure that convening activities in Mbangassina lead to implementation of concrete projects that will contribute to the PPI target set at municipality level;
3. Expand the programme to two neighbouring municipalities (Ntui and Ngoro).

Regarding the third objective, there is an explicit assumption in the proposal that by covering the three municipalities the programme also has a positive influence on other areas of the Grand Mbam landscape, such as the neighbouring municipalities of Yoko and Ngambe Tikar, the Mpem et Djim national park and adjacent forests .

Cocoa farming is the entry point to municipalities of Mbangassina, Ntui and Ngoro. However, the programme will also cover other productive activities that are driving forest degradation in the landscape, taking into account the needs to develop new sources of livelihoods for communities.

On the **landscape governance** side, the main outputs to report for the period 2021-2022 include the convening of the multi-stakeholder coalition which led to the signing of the PPI compact in December 2022 in Mbangassina; initial convening and the commissioning of a baseline study to expand the programme to Ntui and Ngoro; convening of representatives from five municipalities of Mbam and Kim department (the higher level of jurisdiction), through a consortium of mayors (Syndicat des Communes du Mbam et Kim); and the

[9] IDH (2021) Initiative for Sustainable Landscapes (ISLA) 2021-2025 – Proposal for top-up.

creation of a union of cocoa cooperatives covering 2000 cocoa farmers and 17 cooperatives in Mbangassina, which sold 5000 tons of cocoa during the cocoa season 2022.

On **business practices and field-level sustainability,** IDH co-finances two cocoa projects.

The *ASCOKYB Forest Forward project,* led and co-funded by **Cargill-Telcar** takes place in Mbangassina and Ntui municipalities with a focus on the ASCOKYB community forest of 4,422 ha and the buffer zones around the forest. The aim of the project is to preserve the primary community forest of Ascokyb by promoting an integrated approach to community forest management that serves both livelihood and forest management objectives.[10] This should happen by promoting sustainable management of proximately 3000 farmers operating on 3,500 ha in or surrounding the community forests (based on agro-forestry) and by supporting community forest groups to create viable forest enterprises based on non-timber forest products and making them ready for REDD+.[11]

The project *Sustainable Cocoa Production in the Context of Holistic Community Forest Management,* led and co-funded by **ECOM-AMS**, is similar in nature. It focuses on the Yangafock II and Gromoma Community Forests (CFs) in Mbangassina and Ngoro. Each are about 5,000 ha. Similarly, as with the Cargill project, the goal is to protect these Community Forests, restore their degraded areas while improving 4 000 cocoa farming families' livelihoods. The focus is on 4,000 farmers living in or near these forests. The project consists of farm mapping and traceability, a farm-level deforestation risk assessment, and offer an holistic package to farmers consisting of provision of services, materials, and training for sustainable intensification and agroforestry, reforestation of degraded land, support for alternative income (through farm family system with attention for the position of women), and a Child Labour Monitoring and Remediation System (CLMRS, in cooperation with the International Cocoa Initiative ICI)).

Except for the number of multi-stakeholder coalitions created (1), the IDH results measurement framework does not report any outputs achieved by the programme yet (the Cargill project was signed in June 2022while the ECOM-AMS project is still to be signed in Q2 2023 (it is expected to be signed at the end of July).

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[10] Project proposal

[11] About 100 farmers are mapped to be within the borders of the Ascokyb community forest according to the project proposal.

Table 6. Achieved outputs in Cameroon according to IDH result monitoring framework

Result level & area	Indicator	Baseline	2022 target	2025 multi-year target	Result 2021	Result 2022 (cum)	% progress against 2022 target
Output – Improved Sector Governance	Number of multi-stakeholder coalitions, committees, or secretariats convened at a jurisdiction level to sign and support a common vision, goals, and strategy on sustainable development or sourcing	0	2	3	1	2	100%
Output – Improved Business Practices	Number of Value Chain Actors with MoUs or funding agreement to invest, trade, and/ or provide services	0	2	3	0	1	50%
	Number of Value Chain Actors reached with technical assistance (non-financial assistance)	0	18			23	128%
	Number of diagnostic analysis finalized	0	1			2	200%
Output – Field Level Sustainability	Number of farmers who gained improved access to financial services	0	0	3000	0	0	0%
	Number of farmers gained access to inputs and technology, including ICT	0	0		0	0	0%
	Number of farmers and workers trained	0	1000	5000	0	1157	116%
	Number of agronomists, extension workers and experts trained	0	45		0	147	327%

4.4 Findings

4.4.1 Relevance

The design of the GCLP as a whole is participative, meaning that a wide variety of local and national stakeholders are invited to provide their input in the design of the programme, and the prioritisation of goals. On top of this, research in the form of the Local Land Use Management and Sustainable Development Plan (PLADDT) and a baseline study performed by ICRAF in 2020 provide a detailed diagnostic of the current situation in Grand Mbam and Mbangassina and current land use, socio-economic activities and the main constraints and potentialities of each village. The baseline study includes a detailed analysis of the cocoa sector in the area. The PLADDT is validated by local stakeholders, ensuring its relevance. The main focus of the GCLP is cocoa, which is highly relevant as it is the main socio-economic activity in the area as well as the main driver of deforestation.

The majority of the targets set in the PPI Compact for Mbangassina are aimed at cocoa producers and their families. The inclusion of the private sector is pivotal as they are directly linked to the producers around the protected and non-protected forests and thus have a means of reaching and supporting these producers, and achieving the targets. The latest tally of private sector actors included in Mbangassina MSC is three: Barry Callebaut, AMS-ECOM and Cargill-Telcar. Cargill-Telcar and ECOM-AMS are currently implementing cocoa related projects as part of the GCLP. These projects are co-financed, with part of the financing coming from the aforementioned companies. One cocoa company mentioned in an interview that the co-financing was a benefit of participation for them as it made project implementation possible. Another benefit is the alignment between the GCLP with the 'Roadmap to Deforestation Free Cocoa' at national level: company participation in the GCLP

helps companies reach the targets they committed to in the Roadmap. During an interview it was also mentioned that the activities carried out as part of GCLP projects align with the activities already implemented by one of the companies as part of their own sustainability programme. However, the partnership with IDH was said to lead to a more holistic appproach with new project elements and new partnerships (e.g. agroforestry or reforestation through ICRAF or FODER). For the other company, the GCLP provided an opportunity to implement a project with elements that were completely new.

The objective of the two field level projects (with AMS-ECOM and Cargill-Telcar) to preserve and sustainably manage community forests is highly relevant. Community forests in Cameroon are not legally protected (they are labeled as non-permanent) and are under increasing anthropogenic pressure including as a result of the expansion of cocoa cultivation. The projects, while financed by the cocoa traders, take a holistic approach in addressing deforestation drivers and intend to work closely with the communities on better forest management and improved income. This is particularly important in view of the new EU legislation on deforestation, which might have the unintended consequence of disengagement by cocoa companies from areas without adequate legal protection and high deforestation risks, such as the community forests. Instead the projects help companies address deforestation risks in line with the OECD due diligence guidance for responsible business conduct.[12] If successful the plan is to present this case to the Roadmap at national level to demonstrate how companies can comply with the EU legislation by addressing deforestation risks.

The biggest group of stakeholders who signed the Mbangassina PPI Compact are public sector actors (11/28). The inclusion of public actors is essential for the GCLP as it institutionalised the MSC through a municipal level decree. The municipality is the most important public actor in the MSC and is expected to be autonomous by 2025 in managing the landscape without the support from IDH. Direct involvement of municipalities creates local ownership of the GCLP. Furthermore, the mayor of the municipality of Mbangassina is the chair of steering committee and plays an important role in the governance structure. A consortium of mayors in the landscape is also part of the governance structure. The goal of this consortium is to share lessons learned and create synergies at the departmental level. Finally, the PLADDT (land use) document has been developed by Rainbow Consultant together with the ministry of economy, planning and regional development with support of a variety of other ministries. Financing came from European Forest Institute (EFI).

Based on literature, the added value of the landscape approach appears to be bringing together and fostering collaboration between different types of stakeholders. Research reports such as the PLADDT benefitted from broad stakeholder consultations. The programme allowed for certain stakeholders, such as women groups, youth groups, traditional leaders, and farmer groups to be represented in the decision making. The governance structure includes a social inclusion team where vulnerable groups are represented. However, it is unclear from documentation to what extent they influenced the programme.

It is currently not possible to assess the potential of SourceUp as there are currently no committed buyers listed on the website. The commodities included are bananas, cassava & cassava starch, vegetables, roots & tubers, yam and cocoa.

4.4.2 Coherence

The GCLP is directly connected to the Roadmap to Deforestation-free Cocoa adopted at national level. This Roadmap was facilitated by IDH, under the lead of the Cameroonian government, and developed based on multiple consultations with the private sector and CSOs. The final commitment, signed in January 2021, supports the design and implementation of new policy instruments, guidelines and plans to tackle cocoa-related deforestation in Cameroon. These instruments and guidelines are piloted at local level in the municipalities

[12] https://www.oecd.org/investment/due-diligence-guidance-for-responsible-business-conduct.htm

selected by the GCLP. Together, the Roadmap and the GCLP coordinate national and local levels as well as business and private efforts to work towards increased sustainable production, protection and restoration of forests and enhanced farmer livelihoods. As mentioned before, the GCLP allows cocoa companies to work towards fulfilling their commitments outlined in the national Roadmap. The Roadmap is also aligned with- and builds on the Cocoa & Forests Initiative (CFI) adopted in Ghana and Côte d'Ivoire.

Several external stakeholders participate in the GCLP in one way or another. WWF is directly involved and has co-developed the GCLP and is the main implementing organisation in another area of Cameroon (Djoum-Mintom). Other stakeholders involved in the GCLP are GIZ and the EUREDD Facility, the FLEGT and REDD Unit of European Forest Institute. Their exact role is not described in documentation, but it is likely they contributed to the development of the Compact through the participatory consultation process, providing their observations, inputs and comments. ICRAF is involved as project partner for Cargill-Telcar and a signatory to the PPI Compact.

The compact agreements were not guided by a regional land use plan or green growth plan. In other countries where ISLA has been implemented, a GGP has been developed alongside a sustainable land use plan (i.e. PLADDT).. Developing a GGP was not deemed relevant following recommendations by the ICRAF baseline study as it would duplicate findings from the PLADDT and baseline studies. Normally the PLADDT (or GGP) would inform the development of the PPI targets, but in the case of Cameroon, the process was inverted. This was due to fact that the development of the PLADDT takes a long time, which risked delaying the programme as a whole. The choice was therefore to base the PPI Compact targets on data from the baseline studies. The plan is to then update the PPI targets through an addendum based on insights from the PLADDT to ensure alignment between the PPI and regional land use planning. It is also mentioned in the evidence tracker that regular meetings and consultations have been organised by IDH during the development of the PLADDT to facilitate alignment between PLADDT and the Compact targets. The development of the PLADDT is led by Rainbow Consultancy with input from MSC stakeholders during consultancy rounds.

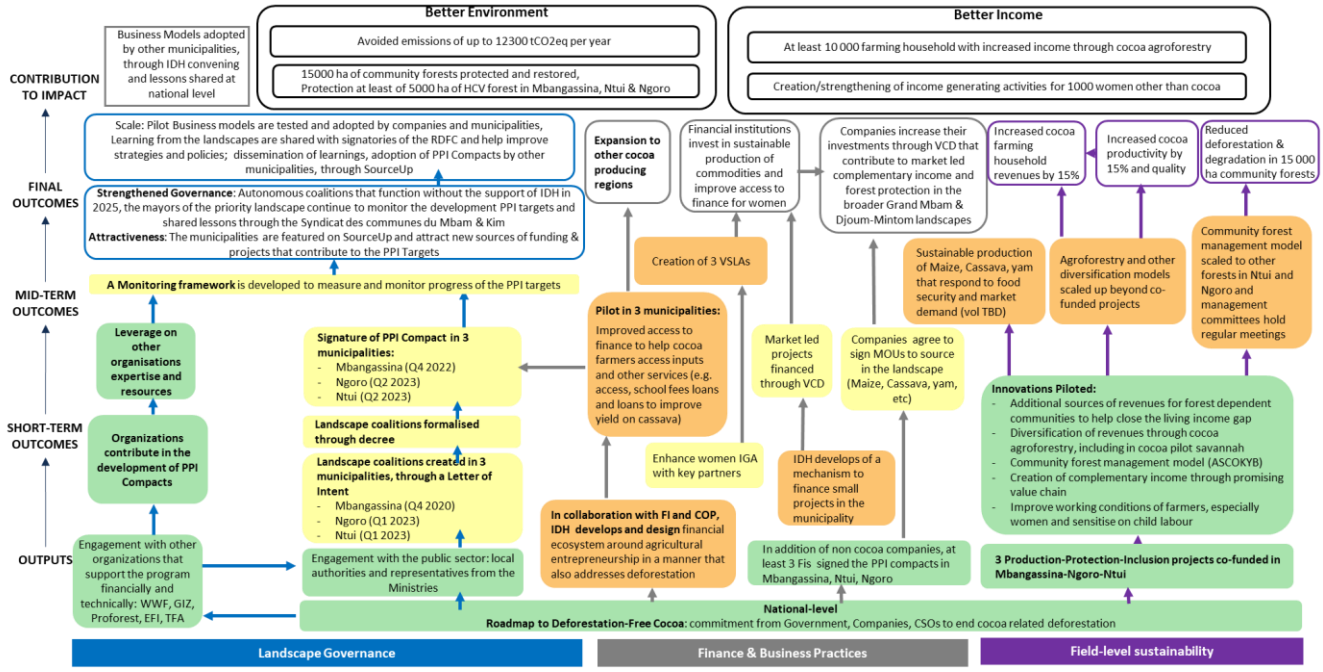
4.4.3 Effectiveness

4.4.3.1 General effectiveness

The overall effectiveness of the programme is assessed against the achievement of its short term (planned 2021/2022) and mid-term outcomes (2023) in the country-level ToC, taking into account also external factors that could explain this progress or lack thereof. Figure 7 provides a summary of our assessment of the overall progress achieved by the programme. The colouring of the boxes is added by KIT to indicate whether an outcome is achieved (green), has partially been achieved (yellow), or has not been achieved (orange). Some areas are not assessed due to lack of credible evidence (white). Assessment of impact on better environment and better income falls outside the scope of this MTE.

Overall, the GCLP has been effective in the sense that it has achieved its outputs and most short-term outcomes. Most progress has been made in municipality of Mbangassina with Ngoro and Ntui slightly lagging. However, progress has been made in the latter municipalities as well with the with the signing of letters of intent and making progress on the development of PPI compact agreements.

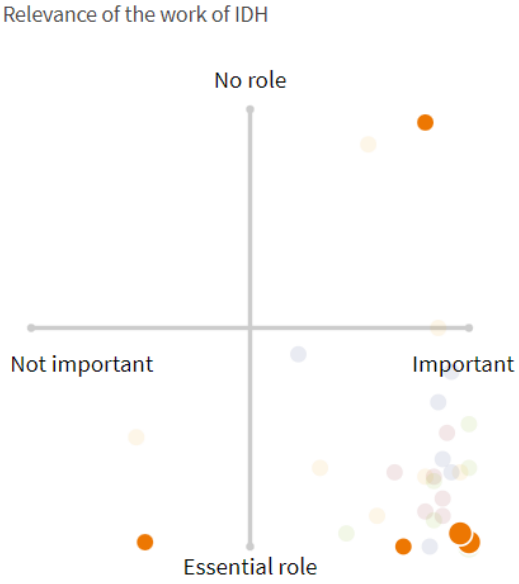
Figure 7. Progress of ISLA in Cameroon against the country-level ToC (KIT, 2023)



4.4.3.2 Stakeholder perspectives gathered through Sprockler

Using an online Sprockler survey, stakeholders were asked to identify the most important change that has occurred in the landscape in the past four years. In Cameroon five stories were shared by stakeholders, including from private sector, the government, and civil society. As the programme has not been active for long, the stories mostly are about long term trends unrelated to the programme: droughts due to climate change, forest degradation, and people moving into agriculture. One person with a private sector background thought the most important change were the new coalitions "*which enabled people with different interests to get together to discuss projects, while respecting each other's views, and the increased awareness in communities of the importance of forest*." Four out of five respondents regarded the role of IDH in these changes as "*essential*" (see Figure 8).

Figure 8. Sprockler results on the importance of the change and role of IDH (KIT, 2023)

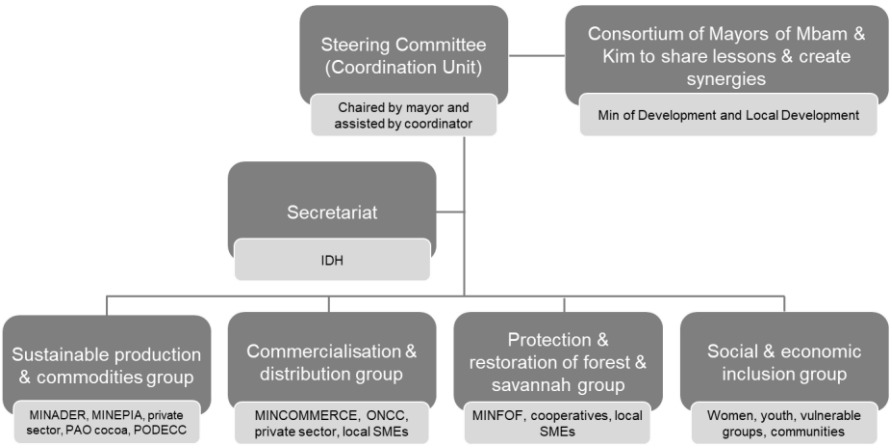


4.4.3.3 Landscape governance

The total number of stakeholders in the MSC for Mbangassina is 28 according to the latest entry in the Evidence Tracker. The breakdown is: 3 private sector, 11 public sector, 2 NGOs, 7 community representatives, 6 producers/workers. The group is diverse with representation from different types of stakeholders, especially the public sector. However, a potential weakness is that all private sector stakeholders are cocoa related, leaving other commodities as potential blind spots.

The GCLP has a clear governance structure headed by the steering committee which is chaired by the mayor of Mbangassina (see **Figure 9).** The mayor is supported by a coordinator. A governance structure narrative document outlines the specific mandates, roles and responsibilities of each committees, groups, and coalition members. The responsibility of coalition members is to represent the interests of their respective stakeholder group during meetings. Four groups have been created to further develop plans and guidance on topics related to the targets of PPI compact. Coalition members are expected to be transparent among themselves and hold each other accountable for the proper functioning of coalition and the tasks entrusted to them. The narrative document does not outline how the Compact or its steering committee are to attract financial support for the planned activities.

Figure 9. Governance structure ISLA Cameroon



The governance structure includes vulnerable groups through a specific working group on social and economic inclusion. This group consists of representatives from a woman's group, a youth group, 'vulnerable' groups, and communities (usually traditional leaders). Women are also specifically mentioned in the ToC and targeted through activities focusing on income, financial inclusion, and working conditions. Women are also a key target group in the ECOM-AMS project, which includes setting up a women's cocoa cooperative. Activities on food crops are also predominantly aimed at women, such as the partner with TJC, a trader in cassava who will support women in improving quality and productivity of cassava.

Stakeholders signed an MoU as part of the GCLP through which they commit to the targets of MSC Compact for Mbangassina. These targets are the result of various rounds of consultation between the involved stakeholders supplemented with research from the ICRAF baseline study. These targets will later be updated based on the PLADDT which is currently being developed. The MoU contains clear targets related to the PPI pillars to be reached by the coalition of stakeholders between 2023 and 2030. A background document, a presentation on the signing ceremony of the MoU, provides further detail on the targets, including baseline data and which actors are responsible for the target to be met. For example, cocoa related targets are largely the responsible of ECOM-AMS and Cargill-Telcar through their cocoa projects, while NGOs such as WWF, ProForest, Foder and ICRAF are responsible for conservation and reforestation targets. For production targets related to commodities other than cocoa, such as cassava, fish, and poultry, stakeholders still need to be found. Discussions on this are ongoing. A partner for cassava has been found in the form the trader TJC. Letter of Intents have been signed for the other two municipalities.

IDH has attempted to secure further funding for the GCLP through a matchmaking event organised in June 2021. Landscape stakeholders were supported in articulating their project needs. These were presented to companies, government agencies and local banks. The event helped stakeholders to refine their project ideas (e.g. in terms of feasibility), propose a prioritization of the sector or topic on which the projects should focus (e.g. banana, cocoa, cassava, land-rights) and to articulate their needs and recommendations for projects.

Development of a monitoring framework is mentioned as one of the mid-term outcomes of the GCLP. This has not materialised yet. IDH Cameroon staff mentioned that they are still in the development phase of the monitoring frameworks during the MTE. The monitoring framework for Mbangassina is expected to be ready by mid-August 2023.

The PLADDT (land use) document is being developed as a result of the GCLP. According to IDH, the PLADDT is the first use of the methodology in Cameroon and serves as a pilot before further use in other areas. The development follows a long and intensive process which included assessing the jurisdictional and institutional frames of the area and how the PLADDT would fit in. The land use document is based on extensive research at different levels of the landscape, most notably the village and communal levels. This 'diagnostic' involves research on a wide variety of indicators, including land-use, economic activity, demographics, cultural aspects,

vulnerable groups, status of infrastructure, and the state of natural areas. Based on this information, the PLADDT will formulate scenarios for future land-use and implications of such scenarios (e.g. 'business as usual' vs. green growth scenarios).

The PLADDT and the PPI Compact Governance structure are the key elements of the GCLP to improve sustainable landscape governance. Together they should ensure sustainable land use. The municipal council is the key actor in both the coordination of the MSC Compact (as chair of the Steering Committee) and the PLADDT. As part of the PLADDT, the council is responsible for the execution of the plans, finding partners and funding, management of funds, implementing a monitoring system, and capacity building of local stakeholders. It should be noted that the PLADDT is still under development at the time of this MTE. The role of attracting financial means is not explicitly outlined in the PPI Compact Governance structure and its associated narrative.

The workshop with IDH Cameroon revealed that the process of convening is moving quite slowly due to "the traditional mindset" prevalent in communities; It takes time to explain the role of IDH. Communities expect more traditional top-down fully-funded development projects. Moreover there is still little awareness related to the role of cocoa in deforestation.

The fact that IDH has to work in three municipalities at the same time is slowing down the process further (spreading resources thin). It is perceived by IDH staff as quite inefficient as you have to engage with the same stakeholders but then for a different municipality. It is also leading to stakeholder fatigue. A lesson learned was that it would have been better to convene a group of municipalities first and do all the awareness raising together and agree on some basic goals. Then go into the communities to work out the details.

Based on the ISEAL criteria for effectiveness in landscape governance, the GCLP is well underway (Table 7)**. This is especially true for Mbangassina where the MSC has been institutionalised and private sector stakeholders are investing in the landscape in the form of co-financed projects.** The other two municipalities are lagging behind in this respect. However, stakeholder engagements are under way and letter of intents have been signed. Governance (i.e. operating procedures) can be based on the existing MSC of Mbangassina. The two criteria of ISEAL that the GCLP has only partially achieved are the progress framework and the monitoring system. In the case of the monitoring system, this is being developed at the time of the MTE and is expected to be finished mid-2023. For the progress framework, the Mbangassina municipality has a PPI Compact that meets the ISEAL criteria. However, this does not yet exist for the two other municipalities and is therefore marked as 'partially achieved'.

Table 7. Governance assessment for Grand Mbam

Category	Desired outcome	Assessment
Engaged Stakeholders	Key stakeholders in the jurisdiction, including local government and producing enterprises, are actively engaged in the initiative and committed to any action plans and their stated outcomes	
Governance	Clear and transparent operating procedures define the legal standing of the initiative and the governance roles, responsibilities and decision-making for different stakeholders in that initiative	
Progress Framework	Sustainability impact goals or outcomes, timebound targets and milestones are defined for the jurisdiction and an action plan lays out steps to be taken to meet the milestones and outcomes	
Financing	The jurisdictional initiative has defined a budget and secured or identified resources sufficient for the ongoing operation of the initiative, including monitoring of progress	
Monitoring System	A framework is in place to monitor performance improvements in the landscape, in conjunction with the capacity to manage and analyse the data and accurately communicate the results	

4.4.3.4 Changes in business practices

The GCLP is aligned with the Roadmap to Deforestation-free cocoa that has been adopted at national level. The companies that have signed the MSC for Mbangassina have also signed this roadmap. This shows alignment between company policy at national level and local level and that the companies are committed to the goals outlined in the MSC and the national roadmap.

The two field-level projects (with AMS-ECOM and Cargill-Telcar) that focus on the sustainable management of community forest and deforestation-free cocoa have the potential to influence business practices of cocoa buyers. The challenge is that the community forests are not legally protected (they are labelled as non-permanent) and there is therefore high risk that cocoa production in this area continues to have adverse effects on forest conservation. While the two companies were already sourcing from the area in which the forest is located, in view of the stricter EU legislation on deforestation and the EU directive on corporate sustainable due diligence, there is a risk that these companies decide to disengage from this area with high deforestation risk in the future, as it might block entrance to the EU market. The projects offer the cocoa buyers an alternative strategy by helping them *address* deforestation risks in line with the OECD due diligence guidance for responsible business conduct. If successful, the plan is to present this case to the Roadmap at national to demonstrate how companies can comply with the EU legislation by addressing deforestation risks. The AMS-ECOM project features a quantitative impact study through which the results of the project can be demonstrated.

4.4.3.5 Field-level sustainability

The two field-level projects are similar in design (see Table 8). Both have a similar objective, which is to reduce deforestation pressure from cocoa in community forests and for both an important pathway is sustainable intensification and agroforestry, coupled with community forest management plans to ensure communities become the steward of the forests. The total budget for all projects combined is EUR 3,627,881 of which 32% comes from IDH and 68% from private sector co-funding. The objectives of both projects are in line with the objectives (targets) set by the overall GCLP programme.

Protection and restoration of community forests are the main focus of the two projects of the GCLP. Both projects introduce holistic approaches through which this should materialise. Planned interventions include:

- The mapping of farms and conducting deforestation risks assessments to avoid further encroachment (both projects)
- Increasing farmer income to decrease the need for deforestation through increasing cocoa yields and income diversification mainly through agroforestry (among other interventions) (both projects). Agroforestry will include the distribution of trees and a market analysis for forest products (for the AMS project). The AMS project also focuses on income generating activities for women specifically. PES may provide income for farmers in the future as well.
- Establishing forest management plan to ensure sustainable land use (both projects).

Both projects have just started and have therefore not yet made a substantial contribution towards the PPI compact objectives. The **Ecom** project just started (in April 2023). The **Cargill** project started in April 2022 and was reported to have mapped 2,090 farmers and conducted deforestation risk assessment on those farms; to have assisted 1,157 farmers with farmers field school session; to have trained 540 farmers on good agricultural practices; and to have brought together nine groups of women to develop community forest enterprises. A traceability system was implemented resulting in nearly 5 million MT of cocoa being bought digitally. A mapping of the Ascokyb community forest was also developed, to identify degraded areas, areas to be protected, and areas where cocoa agroforestry should be further promoted, as well as alternative sources of livelihoods. This mapping is also planned for the ECOM project.

Both projects do, however, have the potential to make an important contribution to the PPI compact targets in the future. Both projects are quite holistic, going beyond a focus on cocoa farming. Key pathways are the sustainable intensification of cocoa (producing more on less land), the planting of trees for agroforestry and reforestation, the support to farmers to improve incomes from alternative sustainable livelihood activities (fruit trees, non-timber forest products, sustainable timber, REDD+), and the mobilization of communities so that they become the stewards of their forests based on an updated forest management plan. Research on the possibility of implementing Payment for Environmental Services (PES) schemes are carried out in 2023. This could be an additional income stream for farmers in the area.

The projects have additionality. This mostly relates to where the projects are implemented (Community forests) rather than what is implemented (i.e. interventions). For example, Cargill employs similar strategies that are already employed as part of its company sustainability programmes, the Cargill Cocoa Promise. Some projects components were even already (being) implemented before the GCLP. However, the Cargill project does feature add-ons that are due to the alignment with the GCLP. It was furthermore mentioned that the partnership with IDH improved performance of projects and allowed for the implementing of new project elements through partnerships (e.g. agroforestry or reforestation through ICRAF). For ECOM-AMS, the GCLP provided an opportunity to implement a project with elements that were completely new and allowed to integrate new farmers into their supply chain. One key feature of the ECOM-AMS project is its child labour component in the form of a Child Labour Monitoring and Remediation System (CLMRS). This component is implemented with support from ICI, which implements the system Ghana and Côte d'Ivoire. Child labour is a relatively under addressed issue in the cocoa sector of Cameroon. Data from CLMRS can provide more insights on the issue, which can support discussions at national level, through the Roadmap.

The GCLP projects rely on agroforestry for income generation for farmers. However, literature on the positive impact of agroforestry for farmers is not clear cut and can be potentially risky in terms of productivity and income. Recognised positive impacts of agroforestry include biodiversity conservation, carbon sequestration, microclimate and temperature regulation, and income diversification through fruit and timber production. Similar impacts may therefore also manifest through the co-funded projects. However, agroforestry systems do not necessarily outcompete conventional full sun systems on all accounts, which is important to take into consideration as increasing cocoa yields through sustainable intensification (more cocoa on less land) is also an important pillar of the GCLP. A recent meta study suggests that yields in agroforestry systems are, on average, 25% lower than in monocultures (Niether et al., 2020). This is a short-term

disadvantage and can be compensated by longer productive lifetime of cocoa trees grown under shade and the yield of other crops (e.g. from fruit trees). However, a short-term decline in yield can pose difficulties for farmer households who are often in need of short-term solutions to maintain a decent income. Furthermore, the economic performance of agroforestry vs. monoculture is not easy to calculate, as this depends, among others, on the level of management of the plantation and on labour costs, with cocoa agroforestry systems tending to have higher labour demands, on the value of shade trees, plantation age, etc. (Niether et al., 2020). While agroforestry can have economic benefits for producers, this is far from certain. The Cargill proposal does mention that cocoa production is lower in agroforestry systems and that this will be compensated by tree products. However, no calculation is provided on how this would materialise in the context of the programme (i.e. which products, for which market etc). Furthermore, the proposal mentions that for the selection of trees, economic benefits will be secondary to environmental benefits. On the other hand, the ECOM-AMS project does plan to conduct a baseline analysis to reduce the living income gap. This will include roadmap for diversification to identify the income-drivers with most impact (i.e. which diversification options are best suited for the project), which will in turn inform the agroforestry aspect of the project (i.e. which trees to plant). As this study is yet to be completed, actual benefits of agroforestry remain uncertain. Finally, the ECOM project assumes a survival rate of 80% for new trees. It is unclear what this is based on and whether this is realistic. For example, Mighty Earth reports that only 2% of tree seedlings survive distribution in Côte d'Ivoire (Mighty Earth, 2020).

Table 8. Ongoing field-level projects under ISLA (GCLP) in Cameroon

Project	Partners	Aim	Total budget	Key activities	Timeframe
ASCOKYB Forest Forward	Cargill, ICRAF	To prevent further conversion of community forest for cocoa production through more sustainable farming practices and alternative income generation from forest.	EUR 750,000	• Map polygons of up to 3000 farmers • Traceability • Provision of services, materials, and training (GAP) for sustainable intensification to 1000 farmers • Agroforestry support to 500 farmers • Microzoning of the community forests to identify areas for production and areas for protection • Capacity building of community forest groups on entrepreneurial skills for generation of alternative sources of revenue	2022-2024
Sustainable Cocoa Production in the Context of Holistic Community Forest Management	ECOM, FODER, ICI, The Partnership for Gender equity	To protect 10 000 ha of the Yangafock II and Gromoma Community Forests (CFs), restore their degraded areas while improving 4 000 cocoa farming families' livelihoods	EUR 2,877,881	• Map polygons of farmers • Update of the CF management plans based on HCV mapping • Conduct deforestation risk assessment • Traceability • Provision of services, materials, and training (GAP) for sustainable intensification and agroforestry • Reforestation of areas degraded in the community forests (based on the HCV mapping) • Farm family system with attention for women and alternative income sources • CLMRS • Baseline to establish living income gap	2023-2025

4.4.4 Impact

4.4.4.1 Programme impact

No impact can be observed at this stage. The field-level sustainability projects have only been recently implemented and it is therefore too soon to tell what impact they have on forest cover and on household income. The two quarterly reports from the Cargill-Telcar project available at the time of writing focus on progress in terms of outputs and what challenges have been observed. During an interview, it was mentioned some impact is being achieved in terms of an increase in cocoa productivity and reduced encroachment. However, it is not possible to verify this and it should be noted that Cargill already had some activities in the area prior to the GCLP as part the Cargill Cocoa Promise.

Some challenges were encountered before project implementation. One challenge relates to misunderstandings between legal departments of IDH and companies on the terms and conditions during the development of the projects. The legal process is not streamlined leading to a lot of back and forth over email between legal departments. This caused some delays in project implementation for the ECOM-AMS project. A similar issue was also mentioned by IDH staff whom encountered difficulties in negotiating with local dependencies that have to rely on decisions made at HQ.

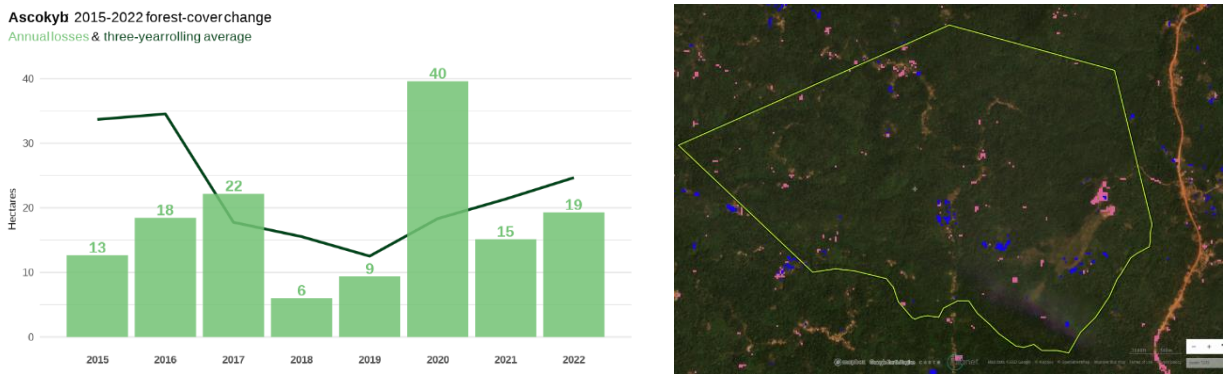
Another challenge relates to the mindset of local farmers and communities. The idea of community forest management of local communities does not always align with the project goals. This leads to difficulties in forest conservation and resistance from local farmers who see community forests as land that is allocated to them to do as they please. Additional sensitisation efforts from Cargill-Telcar were required to overcome this issue. This may still be a barrier for impact in the future as some farmers rely on their land within community forests for their livelihoods.

Only two projects are currently being implemented as part of the GCLP in Mbangassina. The ToC mentions that the aim is to have three field-level sustainability projects implemented.. According to IDH, a 3rd programme will not be implemented. The initial goal of 3 projects was developed based on the inclusion of 3 community forests. However, the ECOM-AMS project is larger than originally envisioned and covers 2 community forests instead of 1 (Yangafock and Gromoma), eliminating the need for a 3rd project (the 3rd community forest being covered by the Cargill project; Ascokyb).

4.4.4.2 *Forest cover change in Askocyb community forest*

One of the goals of the two projects is to help communities preserve their community forests. Based on the Hansen Global Forest Change dataset, the Ascokyb community forest was analysed, targeted by the Cargill project for tree cover change 2015-2022. The results in Figure 10 suggest that annual forest cover loss is increasing since 2019. Visual inspection of the area using PLANET satellite imagery indeed suggests that there a large land clearings in the community forest as a result of increased human activity. Important drivers identified by IDH are migrants looking for arable land, a lack of follow up of the forest management plan, a lack of monitoring by the community, the presence of rock extraction mine by the Chinese company building the nearby road, and the expansion of cropland for cocoa production.[13] In a workshop, the IDH Cameroon team indicated to see this context with increasing human activity as a challenge but also as an opportunity. While the community forest, by law, is classified as a non-permanent forest for the use of the communities, IDH intends to collaborate and convince the community of the value of sustainable forest management and non-timber forest products.

Figure 10. Forest cover loss trends in Ascokyb Community Forest, Cameroon (KIT, 2023)[14]



4.4.5 Sustainability

The activities of the GCLP are set to last until 2025. At this time, the consortium of municipalities should take over the functioning of the coalition with the support of the Ministry of Decentralisation and Local Development, including all relevant actors interested in the landscape. It is at this time unclear how this should materialise. A clear transition/exit strategy has not been formulated and no capacity-building activities have

[13] Learning workshop Cameroon on 13-7-2023.

[14] On the map on the right in blue is forest gain between 2000-2020. In pink, forest loss between 2021 and 2022. Base map is a PLANET satellite imagery for January 2023 using natural colours.

been planned as to support the public authorities in their upcoming role in the programme. This has also not been included in the ToC.

4.4.6 Strategic learning

Strategic learning is an important element of the GCLP and has been embedded within the governance structure in the form of a consortium of mayors. The goal of this consortium of mayors of Mbam and Kim is to share lessons and create synergies based on experiences from the Mbangassina MSC Compact. Furthermore, the GCLP is directly linked to the Roadmap to deforestation-free cocoa that was adopted at national level. Lessons from pilots at landscape level from the GCLP are used to inform national level policies. Finally, the GCLP is co-developed with WWF. WWF implements the programme in the Mintom municipality in the south of Cameroon. The two parties exchange on lessons and experiences from their activities.

The Central Africa Forest Initiative (CAFI) has opened a call for proposal for US$ 20 million for integrated landscape management, better land use planning, and sustainable coffee and cocoa production to be implemented in the greater Mbam landscape. While the MTE cannot substantiate the claim that ISLA activities led to this call for proposal it is likely CAFI took inspiration from the ISLA programme.[15] More importantly, it shows how upscaling activities might also be possible through attracting *public* funding into the landscape.

4.5 Conclusions and recommendations

ISLA Cameroon started its first phase in 2021 and assessing progress against outcome objectives is therefore difficult.

The landscape is highly relevant because of its geographical context (high rates of deforestation and presence of community forests) and the importance of the area for cocoa production. The coherence with the National "Roadmap to deforestation-free cocoa" (convened by IDH) is a strength that provides an incentive to cocoa companies to invest in field-level sustainability project. Vice-versa, the insights and lessons from the implementation of the projects can feed back into the platform.

A key achievement is that ISLA Cameroon succeeded to bring together a multi-stakeholder coalition and sign a PPI compact for the Mbangassina Municipality and is advancing towards this goal in Ntui and Ngoro Municipalities. In Mbangassina a large group of diverse stakeholders are included, with seemingly strong local ownership and inclusion of vulnerable groups through a special working group.

The other major achievement is that the programme realised two sizeable, holistic, and locally relevant field-level projects, one with Cargill and one with ECOM, that have the potential to influence business practices of cocoa buyers. The goal is to improve the sustainable management of community forest and reduce the impact of cocoa cultivation on deforestation. In view of the stricter EU legislation on deforestation, there is a risk that cocoa companies disengage from community forests (which are not legally protected). The projects offer the cocoa buyers an alternative strategy for disengagement by helping them *address* deforestation risks in line with the OECD due diligence guidance for responsible business conduct. If successful, the plan is to present the case to the Roadmap at national level to demonstrate how companies can comply with the EU legislation by addressing deforestation risks. The AMS-ECOM project features a quantitative impact study through which the results of the project can be demonstrated.

However, the potential economic benefits of agroforestry could be overestimated in the projects. A thorough context-specific analysis of agroforestry benefits, including a market analysis, is currently lacking and is best conducted for the general area *before* project implementation. Such an analysis is part of the ECOM-AMS

[15] It is clear that the persons working on the call for proposal are well aware of the GCLP.

project. A roadmap is to be developed to identify the optimal combination of income sources to reduce the living income gap as well as market access for these products. This analysis will inform the choice for which trees to plant as part of the agroforestry intervention. However, as this study has not yet been conducted, the potential of agroforestry is currently still uncertain. Such an analysis is also not part of the Cargill project which is further in its implementation and may therefore not benefit from the AMS study.

A clear transition/exit strategy is currently lacking which threatens the sustainability of the programme in the long term. Even though the programme is young it is important to integrate features that could ensure institutional sustainability of landscape governance in the design phase.

Table 9. Strengths and weaknesses of the ISLA programme in Cameroon (KIT, 2023)

Strengths	Weaknesses
1. The GCLP is well embedded in the national roadmap towards deforestation free cocoa with coherent objectives and exchange of insights.	1. Starting in three municipalities at the same time with stakeholder convening is time-consuming, inefficient, and leads to stakeholder fatigue due to overlap in relevant stakeholders.
2. Establishment of landscape platform with diverse stakeholders involved, including strong participation of public sector and vulnerable groups.	2. There is an unsupported assumption that working in three municipalities will have positive spillover effects on the entire Grand Mbam landscape.
3. High relevance of landscape approach in view of ongoing deforestation and economic importance of cocoa production.	3. Limited private sector inclusion other than cocoa companies
4. Establishment of clear governance structure of the landscape platform (steering committee, technical committee, thematic groups) led by municipality guaranteeing ownership	4. No transition/exit strategy is defined yet.
5. Creation of cocoa cooperative union enables better coordination in the landscape and improves negotiation power vis-à-vis traders.	5. The GCLP followed an inverted process where the PPI Compact targets were developed before the finalisation of the PLADDT. This means that the PPI targets may need to be adjusted while projects are based on the current PPI. This could pose a risk for consistency between early and latter stages of the projects.
6. EUR 2.4 million of co-funding secured with less than 40% co-funding by IDH.	6. Traditional mindset in communities cause delays in implementation
7. Large scale cocoa project with ECOM with budget of almost EUR 2.9 million	7. Negotiations with local subsidiaries of multi-national companies but large dependence on headquarters.
8. Extensive PLADDT report outlines current and future land use and can guide land use planning in compacts.	8. Gender actions are not embedded in a gender analysis in the landscape regarding the position of women in forest resource use, conservation, and livelihoods.
9. Ample attention for gender in the ToC, governance, and projects.	9. Economic benefits of agroforestry for farming households in the two cocoa projects are uncertain and need to be proven.

The following recommendations can be formulated for ISLA Cameroon:

1. To increase efficiency and reduce stakeholder fatigue, **explore an alternative sequence of landscape convening** whereby IDH first engages at a more aggregate level to do awareness raising about the

programme and making some initial (informal) agreements and then to further engage at the municipality level. By preparing the ground at a more aggregate level, the actual convening and partnership building at municipality level is expected be more efficient and less time-consuming. The higher governmental level can be at the level of the Center region, the Grand Mbam landscape, or a group of municipalities.

2. **Ensure the PPI targets are aligned with local land use planning once the PLADDT has been finalised.** Here, it is also important to verify whether ongoing activities, such as the two cocoa projects, need to be adjusted as they are based on 'old' PPI targets.
3. **Formulate a strategy for sustainable funding and capacity building of public sector partners.** This is important for them to be effective and contribute to the PPI targets.
4. **Formulate a clear transition/exit strategy** based on experiences in other countries such as Kenya and Côte D'Ivoire. Those countries show it pays off to think about sustainability of governance from the start.
5. **Involve non-cocoa private sector to ensure demand and support for non-cocoa alternative income generating activities supported through the project.** This can be for staple crops, fruits and vegetables, non-timber forest products, or sustainable timber. A value chain study is included in the ECOM-AMS project to study the income potential of the aforementioned products for farmers. However, private sector stakeholders will still need to be involved to provide stable market access, as well as other support services (e.g. processing equipment, transportation, training).

5 Findings Cavally (Côte d'Ivoire)

5.1 Introduction

This chapter evaluates the progress of ISLA in Côte d'Ivoire for the period of 2021-2022. All findings are based on a desk review of data provided by IDH and eight semi-structured interviews with different stakeholders, including participants in the PPI Compact in the Cavally region, project partners and IDH country staff. Draft findings were presented to IDH staff in a learning workshop on 10 July 2023 for validation and to document the most important lessons.

Key findings of the MTE

1. Most outputs and early outcomes have been achieved (or are in the process of being achieved) according to the country's ToC.
2. The PPI Compact in Cavally can be considered an important achievement and can be a relevant regional instrument in the fight against deforestation. The Compact directly aligns with national policies and the national-level public-private Cocoa & Forests Initiative.
3. Important stakeholders are engaged in the Compact, which is backed by a newly established governance system with strong support by the Regional Council of Cavally. All participating stakeholders can claim decision-making rights. Capacity strengthening of the Regional Council is ongoing, as a critical element to ensure sustainability. Future funding streams are being explored; yet, without any results at this stage.
4. Apart from the two companies involved in field-level projects, the concrete contribution of the private sector to the Compact's targets remains unclear at the time of this MTE. Changes in business practices are not yet evident and are anticipated to occur largely at the level of farmers, who are expected to start practicing agroforestry.
5. All three field-level projects are co-funded through public and private sources, at an overall ratio of approximately 1:2. All projects have the potential to contribute to the PPI targets for Cavally, particularly through agroforestry, reforestation, farmer training and entrepreneurship or income diversification activities.
6. As implementation of the three projects is at a relatively early stage, concrete impacts cannot yet be observed. However, the reliance on agroforestry seems questionable, as economic benefits for producers are far from certain, which may endanger the sustainability of field-level efforts. There are important additional elements included in some projects (e.g. land tenure in the Ecookim project; forest patrolling and traceability in the Olam project), but delayed progress and/or early stage of implementation limit the ability to assess these elements at this point in time.
7. Gender is considered, to some extent, in the Ecookim and Olam projects, but none of the projects can be regarded as 'gender transformative' in the sense of promoting deep, enduring change of gender norms and relations.
8. Further implementation of ISLA should focus on enhanced private sector integration in the PPI Compact, continued capacity strengthening of the Cavally Regional Council, improved monitoring of PPI targets and field-level project results, a more holistic focus on changes in business practices beyond agroforestry promotion, as planned in the Olam project, and enhanced attention to gender.

5.2 Context of Cavally

Côte d'Ivoire has lost the vast majority of its forest cover over the past few decades: from an estimated 16 million ha of forests in the early 1990s to less than 2.97 million ha in 2020, which is equal to 9.2% of the country's territory (Ministry of Water and Forests, 2021). Much of this has happened due to population pressure, uncontrolled extension of agricultural lands, migration linked to civil unrest in neighbouring countries, illegal mining and logging (Bitty et al., 2015; Ruf et al., 2015). Cocoa, in particular, has been identified as the main driver of deforestation. While cocoa is the country's principal economic activity, it is linked to 37.5% of deforestation in protected areas since 2000 (Kalischek et al., 2023). The remaining primary forest is largely a mosaic of secondary forests, commodity and wood farms, food crops and fallow lands, and only national parks and reserves still have large forest massifs (Ministry of Safety, Environment and Sustainable Development, 2017). But even here deforestation is rampant, as an inventory from 2021 showed that only 13.3% of classified forests and 32.2% of protected areas still contain forest cover (Ministry of Water and Forests, 2021).

The government of Côte d'Ivoire has made strong commitments since 2014 to decouple agricultural production from deforestation and restore forest cover to at least 20% of the territory by 2030. These commitments were first integrated into the country's National REDD+ Strategy (2017), the national policy for the preservation, rehabilitation and extension of forests, and were reinforced in the new Forest Code from 2019. Core elements of combating deforestation include zero-deforestation agriculture in the cocoa, palm oil and rubber sectors, community-based restoration of forests, sustainable forest management, payment for ecosystem services, geospatial planning and structural reforms to transition towards a green economy. The country's efforts are supported by a range of partners and mechanisms, including the UN and EU, but also by many private sector actors who have started their own zero-deforestation initiatives, particularly in the cocoa sector. Public and private objectives in this context have been consolidated in the Joint Action Framework of the Cocoa & Forests Initiative, signed in 2017.

ISLA works in the Cavally area, one of the main forested areas in the western part of the country, comprising the Cavally Classified Forest (CF) (67,000 ha) and the Taï National Park (TNP, 536,000 ha), both belonging to the Upper Guinea biodiversity hotspot in West Africa, as the main relics of the once vast forest resources of the area. Deforestation in the Cavally region is estimated to be significantly higher than the national average (Ministère de d'Environnement et du Développement Durable et al., 2020). From 2002 to 2021, humid primary forest in Cavally decreased by 20% (Global Forest Watch, 2023) (see also Figure 11 and Figure 12). Here, too, the destruction of forests is grounded in ever expanding cash crop production including cocoa (10% of national production), coffee (12.5% of national production) and, to a lesser extent, oil palm and rubber (Olam Food Ingredients, 2022). Other factors behind deforestation are population growth linked to migration, slash-and-burn practices and poor governance. While the TNP has remained largely intact due to far-reaching conservation efforts, the Cavally CF has been under continued pressure from illegal crop expansion and estimates suggest that only 54% of the Reserve remain intact (Nestle, nd).

Figure 11. Deforestation and forest degradation in the Cavally region (IDH, 2023)

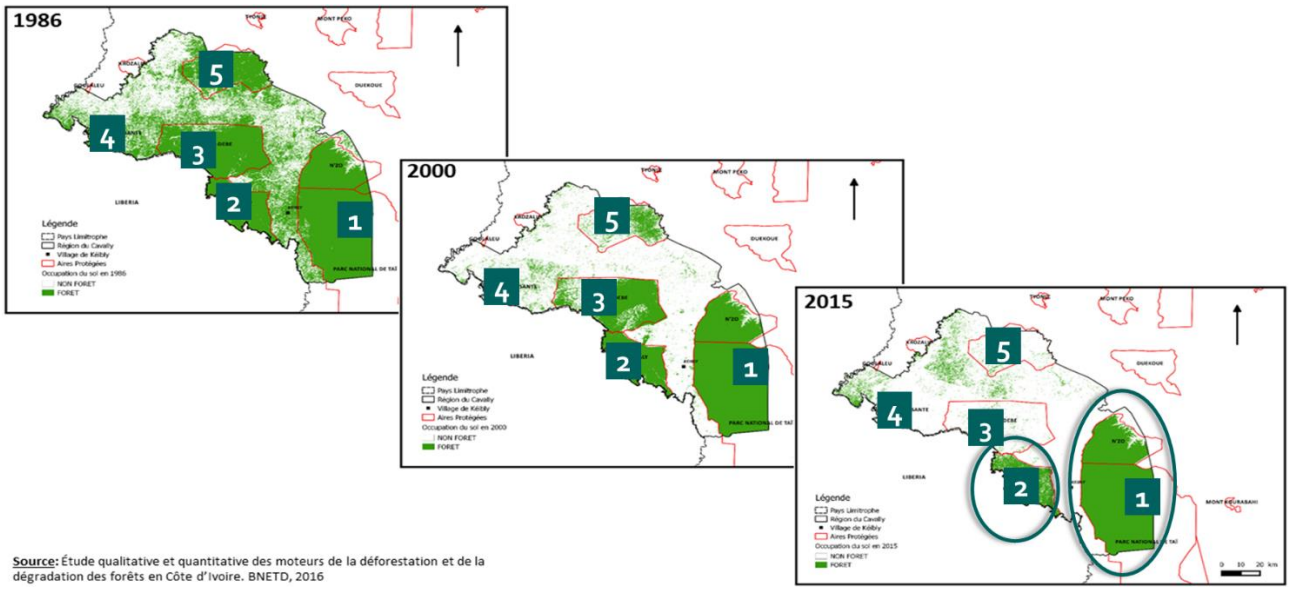
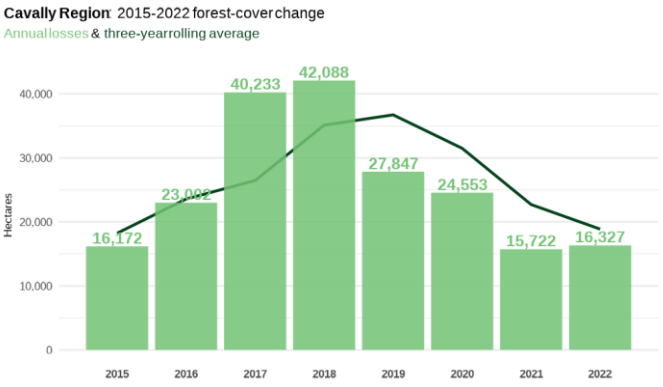


Figure 12. Forest cover loss trends in Cavally region, 2015-2022 (KIT, 2023).



5.3 ISLA: inputs and outputs

IDH has been active in Côte d'Ivoire since 2015 and currently implements three programmes: ISLA (started in 2016 with phase 1), the Cocoa & Forests Initiative (CFI; 2017/2018-2025) and Cocoaperation (2022-2025).

During the first phase of ISLA until 2020, IDH focused on agroforestry production, traceability, service delivery and training of cocoa producers, including through two field-level projects with Barry Callebaut (and the Wild Chimpanzee Foundation) and CEMOI, and protection and sustainable management of forests through a project with Côte d'Ivoire's forestry agency SODEFOR. In addition, IDH laid the groundwork for the Cavally PPI Compact with the signing of a Letter of Intent in February 2020 by various public, private, civil society and community stakeholders.

During phase II of ISLA (2021-2025), IDH aims to achieve the following the main changes:

- **Landscape governance**: The Cavally Regional Council fully assumes its role of convening the actors of the regional coalition to address urgent issues such as land ownership and the fight against deforestation, and of monitoring and evaluating the implementation of the Green Growth Plan.
- **Business practices**: The traceability of agricultural commodities, the practice of agroforestry and the diversification of producers' sources of income are at the heart of commercial practices and SourceUp is fully operational in the Cavally region.

- **Field-level sustainability**: Producers and community members have integrated sustainable forest protection/management concerns into their daily practices and have increased their income through improved access to financing and market-led income diversification.

On the **landscape governance** side, the main outputs for the period 2021-2022 are three-fold:

Firstly, IDH supported the Cavally Regional Council in developing two strategic documents for the Cavally region: a Regional Land Use and Development Plan (SRADT in French) and a Green Growth Plan (GGP) based on the SRADT. Secondly, IDH convened a multi-stakeholder coalition, consisting of 21 stakeholders, to agree on a Compact around the three pillars of Production-Protection-Inclusion (PPI) for the Cavally region which help implementing the GGP. The Memorandum of Understanding (MoU) underlying the PPI Compact has been signed by 16 stakeholders thus far, including six private sector companies. Thirdly, IDH lobbied the regional government to sign a decree institutionalising the governance of the multi-stakeholder PPI Compact. A governance structure was established and first meetings were held. IDH also conducted two capacity building sessions to strengthen the ability of the Cavally Regional Council to play its role in managing the multi-stakeholder coalition. Discussions to establish a second PPI Compact—in Mont Peko—have started but have not yet led to any concrete outputs.

On **business practices and field-level sustainability**, IDH co-finances three projects. The *Entrepreneurship for the Development of a Green Economy in the Periphery of Tai National Park* (TNP) project, launched in 2021, supports OIPR—the Ivorian Office of Parks and Reserves—in its community engagement to monitor and protect the TNP. The project promotes agroforestry-based cocoa production and supports young entrepreneurs to set up small businesses in tree nursery, poultry farming and fish farming by providing training and access to finance from UNACOOPEC-CI (the largest microfinance institution in Côte d'Ivoire).

The *Agroforestry and community reforestation* project, starting in 2022, supports a larger agroforestry and reforestation roll-out initiated by Ecookim, the biggest national cooperatives' union, called Ecoogreen 21. This project is funded together with the LDN Technical Assistance Facility to achieve investment-readiness for the LDN Fund. The project aims to a) ascertain the business case of agroforestry for Ecookim's producers, b) enable and expand access to finance, c) place a stronger focus on gender, and d) secure incentives for smallholders transitioning to agroforestry, such as premiums, decarbonisation and land certificates. The project includes 22 cooperatives.

The *Sustainable Forest Management through PPI* project with Olam, a key exporter of cocoa and coffee, aims to improve agricultural practices and incomes of coffee farmers and protecting the source of the Hana River which is important for both the TNP and the Cavally CF. The contract with Olam was signed in late 2022 and activities started in January 2023.

See Table 10 for an overview of all outputs captured in the IDH Results Measurement Framework, which shows that ISLA is largely on track to achieve its multi-year 2025 target, particularly once the new project with Olam is up and running.

Table 10. Achieved outputs in Côte d'Ivoire according to the IDH result monitoring framework

Result level & area	Indicator	Baseline	Target 2022	Multi-year 2025 target	MYP adjusted forecast	Result 2021	Result 2022 (cum.)
OUTPUT - Improved Sector Governance	Number of multi-stakeholder coalitions, committees, or secretariats convened at a jurisdiction level to sign and support a common vision, goals, and strategy on sustainable development or sourcing	0	1	2	3	1	1
OUTPUT - Improved Business Practices	Number of Value Chain Actors with MoUs or funding agreement to invest, trade, and/ or provide services	0	2	3	6	0	3
	Number of Value Chain Actors reached with technical assistance (non-financial assistance)	0	142	4	8	10	60
	Number of diagnostic analysis finalised	0	2	n/d	3	1	3
	Percentage of projects in IDH portfolio that are gender intentional or transformative	n/d	100%	n/d	n/d	50%	66%
OUTPUT - Change in field-level sustainability	Number of farmers who gained improved access to financial services	0	1,000	15,000	n/d	10	30
	female	*0*	100	n/d	n/d	3	3
	male	*0*	900	n/d	n/d	7	27
	Number of farmers and workers trained	0	2,100	15,000	5,000	98	4,467
	Number of farmers	0	2,000	5,000	n/d	0	4,200
	Female farmers	0	300	1,000	n/d	0	400
	Male farmers	0	1,700	4,000	n/d	0	380
	Number of workers	0	100	n/d	450	98	267
	Female workers	0	25	n/d	100	8	18
	Male workers	0	75	n/d	250	90	249
	Number of agronomists, extension workers and experts trained	0	125	250	250	37	206
	female	0	35	n/d	n/d	7	17
	male	0	90	n/d	n/d	30	189

5.4 Findings

5.4.1 Relevance

The ISLA programme and its PPI approach are relevant for the Cavally region. This is largely due to the participatory approach adopted by IDH from the onset. Stakeholders were directly involved in or consulted on the development of the processes and goals of the programme. Furthermore, the GGP and the SRADT provide a detailed analysis of the current socio-economic and environmental situations on which activities have been based. These reports were validated through broad stakeholder involvement, ensuring the integration of a multitude of (local) perspectives and reducing the risk of potential blind spots.

The main agro-commodities under focus are cocoa, coffee, timber and rubber, which are the export-oriented crops most associated with deforestation. Among these crops, cocoa is most widely produced and a prime driver of deforestation. The main food crops produced in the region—rice, maize, cassava, banana, and yam—are also included in the programme, particularly in the new project with Olam. Overall, the focus lies on increasing the productivity of all aforementioned crops, as deforestation is, among others, driven by farmers seeking to increase overall production by expanding their farms into (protected) forested areas.[16] By increasing yields and income from existing plots, and creating the possibility for income generating activities, ISLA expects that the need for expansion and deforestation decrease. The Production pillar is therefore relevant as it addresses the economic needs of farmers around the protected areas.

The Protection pillar focuses mainly on the protection of existing protected forests and on reforestation efforts. Part of the reforestation effort is through agroforestry. Agroforestry is a double-pronged intervention as it addresses both environmental needs (reforestation, biodiversity) as well as economic needs, if shade trees provide a source of income (e.g. timber or fruit trees) and agroforestry production systems support climate change adaptation (e.g. prolonged dry periods and intense sunshine).

The Inclusion pillar has the potential to amplify the impact of the Protection and Production pillars. The establishment of village-based savings and loan associations (VSLAs) in the Ecookim and Olam projects, and the project implemented with OIPR (and UNACOOPEC-CI) help farmers save and access loans for immediate needs and investment in income generating activities. Land certificates can help farmers retain ownership of the land, making investments in their plantations more secure. Finally, the inclusion of women and youth can improve household income and youth employment. Therefore, these are relevant activities co-funded by ISLA.

However, there is a blind spot concerning the question of who is reached by the interventions. Projects now focus on farmers situated *around* the protected areas (TNP and Cavally CF), but not on farmers already in protected areas. However, migrants coming from abroad (Burkina Faso, Mali, Liberia) or elsewhere in Côte d'Ivoire to produce cocoa are an important factor behind deforestation. ISLA does not specifically address or include these migrant farmers and does not seem to reach farmers who already in the protected areas ("infiltration" farmers). While the project with Olam includes a component to conduct patrols to prevent communities from infiltrating protected forests and create new plantations, there is no landscape-wide plan or intervention on stopping (migrant) farmers from accessing and leaving protected areas. IDH is aware of the issue of infiltration by migrant farmers and it is a subject of discussion within the platform. Conjointly with the expected experiences in the Olam project, IDH has referred to the need to conduct a study to better understand the issue and how to address it.

The inclusion of the private sector is highly relevant and necessary to reach the targets of the PPI Compact, as agreed upon in the MoU. The majority of economic targets (i.e. targets for sustainable production) set in the MoU and GGP are linked to the production of crops (i.e. increasing production). To reach these targets, investment is needed (e.g. in training, seedlings, shade trees). These targets can in large part be met through

[16] Climate change and loss of soil fertility are the main causes of reducing yields according to interviewees.

the implementation of projects: private sector actors are the biggest contributors to the field-level sustainability projects and their inclusion is therefore important. Furthermore, private companies are directly linked to the producers and communities causing most deforestation (mainly cocoa), which also shows the significance of their participation. At the same time, **private sector inclusion, particularly of cocoa companies, is currently limited**.

The public sector plays an essential role for the governance of the PPI Compact and the development of the GGP and SRADT. The Steering Committee and the Technical Committee of the PPI Compact in Cavally are led by the Prefect of Cavally and the head of the Regional Council, respectively. A member of the Regional Council also plays an important facilitating role as the link between the IDH and local stakeholders and in support of communication and planning of activities. The two important guiding documents of the PPI Compact—the GGP and the SRADT—have also been developed by the Regional and National government (i.e. Ministry of Planning & Development), with IDH support. The public sector also plays a role in attracting investment in ISLA. The regional authorities designed a new sustainable cocoa project based on the GGP and applied for funding from the World Bank and the Conseil Café Cacao (CCC) (in 2022). At the time of the MTE the regional government was still awaiting feedback on the project proposal.

The added value of ISLA's landscape approach resides mostly in bringing together stakeholders and facilitating communication and planning of activities among them. Several interviewees considered this a major achievement of IDH. Another added value is that the landscape approach allowed for the involvement of a wide variety of different actors from an early stage in the programme, including groups that are usually not involved at this level or stage of a programme (e.g. women's groups, youth groups, traditional community leaders and farmer groups).

5.4.2 Coherence

ISLA directly contributes to the goal of national policies by having supported the development of the SRADT and GGP for Cavally. The SRADT, developed as part of ISLA, is the official methodology for land use- and development planning adopted by the Ministry of Planning. The MoU specifies that the implementation of the GGP will be able to contribute to national deforestation and conservation objectives set by the Ivorian government. The goals, means and strategies outlined in the GGP contribute to ongoing national efforts, such as the National Strategy for the Preservation, Rehabilitation, and Extension of Forests (SPREF 2019), the promotion of zero deforestation agriculture according to the national REDD+ Strategy, the REDD+ mechanism, the Ivorian forestry code and the National Development Plan (PND 2021-2025). The GGP makes reference to these strategies and how the GGP will contribute to these strategies. REDD+ is mentioned as a financial contributor to several targets of the GGP, notably the protection of forests, and the reforesting of fallow land.

The Cavally area is home to different landscape initiatives that collaborate and exchange with the ISLA programme. There are three initiatives which take a similar approach—GIZ (around the TNP), Earthworm Foundation (in the Cavally CF, financed by Nestlé), and a programme called "Scaling up Cocoa-based Food Systems, Land Use and Restoration" (SCOLUR-CI) (implemented by FAO, UNIDO, and UNDP). Both Earthworm and GIZ have signed the MoU; GIZ has also been involved in the development of the SRADT and the GGP, and the provision of technical support. There are ongoing discussions with both organisations on how to collaborate more closely in the future. With GIZ and the Regional Council of Cavally, there are talks about co-funding a joint project concerning community forest management and the promotion of agroforestry. IDH is also in discussion with Earthworm Foundation to be part of the second phase of their project with Nestle. However, no decision has been made at the time of this MTE. Meanwhile, Nestlé and Earthworm announced the expansion of their collaboration, now also including the Ivorian Ministry of Water and Forests, and companies Touton and Cocoasource, with co-funding from SECO through the Swiss Platform on Sustainable Cocoa (SWISSCO). The SCOLUR-CI project is planning to build on the multi-stakeholder platform developed by ISLA and align its actions with the GGP. To this end, the SCOLUR-CI project team has approached IDH to assess possible avenues of collaboration.

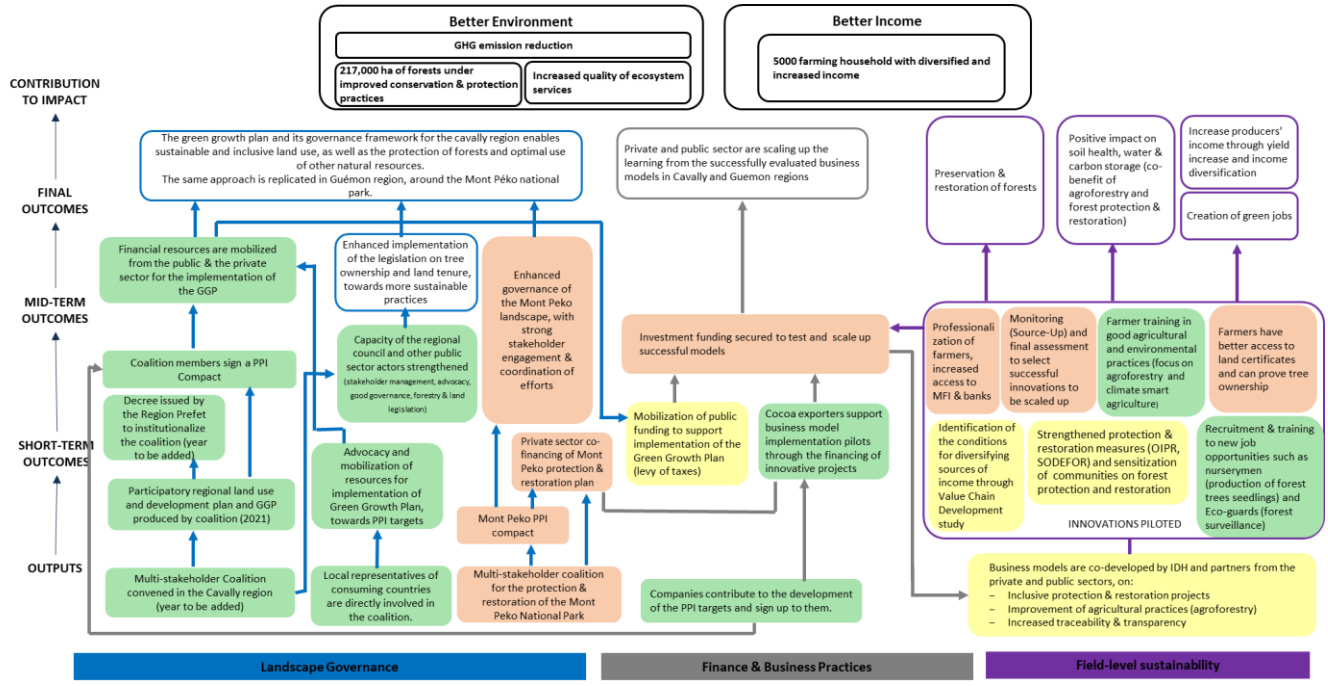
Finally, ISLA is integrated into the Implementation Plan of the Cocoa & Forests Initiative (CFI) at the national level. The key advantage of a local platform such as Cavally compared to a national initiative is that objectives and private sector commitments can be more concrete. According to IDH, the Cavally region is one of five priority regions of CFI where IDH pilots key interventions: cocoa-agroforestry, protection of forest reserves with high forest cover, land use plans for highly degraded forest reserves, and diversification of farmers' income. The Cavally CF area under the signed MoU in Cavally (67,541 ha) also counts towards the total area of classified forests under MoUs with the private sector under CFI (649,541 ha in total).

5.4.3 Effectiveness

5.4.3.1 General effectiveness

This section focuses primarily on the achievement of outputs and short-term outcomes as described in the ToC. It is therefore too early for mid-term and final outcomes to be achieved, seeing the recent signing of the MoU for the PPI Compact, and the relatively new field-level projects. Figure 13 provides an overview of the outputs and early to mid-term outcomes and whether they have been achieved (green), partly achieved (yellow) or not achieved (orange). ISLA is on track with regard to many of its commitments on landscape governance and is achieving first results across the remaining two result areas. Details are be provided in the sections below.

Figure 13. Progress of ISLA in Côte d'Ivoire against the country-level ToC (KIT, 2023)

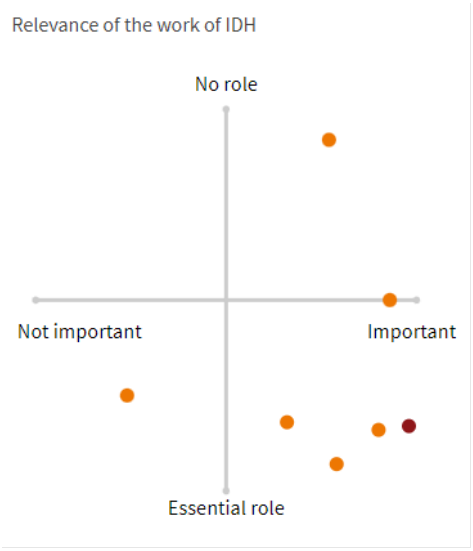


5.4.3.2 Stakeholder perspectives gathered through Sprockler

Using an online Sprockler survey, stakeholders were asked to identify the most important change that has occurred in Cavally in the past two years. A total of seven stories were collected with responses from the private sector, public sector, civil society, financial sector, and technical partners. The majority of the stories focused on positive change in the landscape, such as the attitude and engagement of local stakeholders (notably local communities) in forest preservation. For example, one stakeholder was positive about how smaller pilot projects can have a snowball effect where more and more local communities want to be engaged in forest conservation efforts because they see the value for themselves and the community. Stories about observed negative change in the Cavally landscape related to climate change (e.g. how the change in rainfall patterns and temperatures affect cocoa production), and hence, do not pertain to ISLA. Overall, respondents valued IDH's efforts positively,

with five out of seven respondents seeing IDH's role as essential and six out of seven respondents viewing the (positive) change as important (note that two of these entries were not focused on the role of IDH) (Figure 14). The most valued aspects of IDH's role were those of facilitator/convenor and the provision of co-financing.

Figure 14. Sprockler results on the importance of the change and the role of IDH



5.4.3.3 Landscape governance

ISLA has created a governance system underlying the PPI Compact, consisting of a steering committee, technical committee, a secretariat of the technical committee (led by the Regional Council), and five thematic groups (coffee & cocoa, rubber, wood & timber, food crops, and community & social inclusion).[17] The members of the thematic groups come from diverse public, private, civil society and international organisations. The mandate of the steering committee is to guide and support the technical committee through: guidance on green growth, ensuring synergy and consistency between the projects, ensuring alignment of investments with the framework of the programme. The mandate of the technical committee is to support the Regional Council of Cavally in the implementation of the GGP and SRADT, ensure a synergy of actions through the development of partnerships, and ensure the execution of decisions taken by the steering committee. The multi-stakeholder coalition has been institutionalised by prefectural degree. According to IDH, a main focus of ISLA is to create trust between stakeholders.

The PPI Compact in Cavally benefitted from broad stakeholder representation and consultation. Reports from the earliest sessions show broad local stakeholders involvement, including representatives of vulnerable groups, such as youth and women associations, farmer groups and local chiefs. Further stakeholders include the public sector (local/regional authorities as well as representatives of ministries), private companies from the timber, cocoa, coffee and rubber sectors, financial institutions, and local and international NGOs. The majority of these groups are also signatory to the MoU.

Vulnerable groups are included in the steering and technical committees. Women and youth are included in the steering committee through representatives of local associations. Local communities are represented by the traditional chiefdom. Farmers are represented in the technical committee through farmers associations. Women and youth are also represented in the technical committee.

[17] Specific attention to gender seems to be paid only in the thematic groups of food crops and community & social inclusion.

Sixteen (16) key stakeholders of the Cavally region signed the MoU for the implementation of the PPI Compact and to implement the GGP. Signatories included seven private sector companies—two from the cocoa sector (Cémoi and Olam), two from the timber sector (Thanry and STBC), one from the rubber sector (CHC of the SIAT group), the most important microfinance institution UNACOOPEC-CI, and a cocoa cooperative union (Ecookim). The 16 stakeholders signing the MoU are less than the 31 who signed the Letter of Intent. However, the MoU was only signed by those who are committed to the targets and are willing to financially contribute.

Overall, the **integration of cocoa companies lags behind expectations** (only two cocoa companies have signed the MoU). According to IDH, many cocoa companies are part of the CFI initiative at the national level and therefore do not see the added value of a regional platform. This is recognised by IDH as a shortcoming.

Clear sustainability targets have been defined in the MoU relating to PPI. Each target under Production and Protection also notes the current situation (e.g. current production of cocoa), the increase that is aimed for, and the year by which the target should be achieved. Progress is supposed to be monitored in a Compact Workbook (Excel), where baseline data is listed as well as data sources. This has not yet happened since the early stage of the PPI Compact. Baseline data for the PPI targets was being collected by a local consulting firm but the results were not available at the time of the MTE.

In addition, **the GGP** outlines a diagnosis of the (environmental) issues in the landscape (e.g. deforestation, climate variability, soil depletion), identifies opportunities and challenges, and **lists objectives to be reached to address the identified issues**. A list of action points is listed including indicators, responsible actors, financing sources, budget, timeline, and identified risks. The activities are related to four scenarios developed around PPI (and one business as usual scenario). The action points have been developed for the scenario where all three PPI are combined, which is deemed most effective in achieving the objectives of the GGP.

ISLA Cavally is well underway in terms of landscape governance and scores positively on the ISEAL criteria listed in Table 11. The majority of the criteria are met based on the analysis provided above. The only criteria that has not been fully achieved is the development of an M&E system which is still ongoing at the time of writing. The financing criterion has been achieved through the attraction of co-funding from the MSC stakeholders and the SCOLUR-CI project that plans to build on the PPI Compact. Furthermore, IDH is currently seeking methods for long-term funding together with the Regional Council. Options include a tax system on timber products.

Table 11. Governance assessment for Cavally

Category	Desired outcome	Assessment
Engaged Stakeholders	Key stakeholders in the jurisdiction, including local government and producing enterprises, are actively engaged in the initiative and committed to any action plans and their stated outcomes	
Governance	Clear and transparent operating procedures define the legal standing of the initiative and the governance roles, responsibilities and decision-making for different stakeholders in that initiative	
Progress Framework	Sustainability impact goals or outcomes, timebound targets and milestones are defined for the jurisdiction and an action plan lays out steps to be taken to meet the milestones and outcomes	
Financing	The jurisdictional initiative has defined a budget and secured or identified resources sufficient for the ongoing operation of the initiative, including monitoring of progress	
Monitoring System	A framework is in place to monitor performance improvements in the landscape, in conjunction with the capacity to manage and analyse the data and accurately communicate the results	

5.4.3.4 Changes in business practices

Participating companies have committed to concrete PPI goals by signing the MoU. However, with the exception of Olam, UNACOOPEC-CI and Ecookim, who are all involved in field-level projects, their concrete contribution to the objectives of the PPI Compact remains unclear.

This has also repercussions for the **SourceUp** platform, where Cavally is presented as a sourcing area for cocoa, coffee, fuelwood, rice, rubber and "other food crops".[18] However, **there are no publicly committed buyers yet**, making it difficult to assess the commitment of the private sector beyond the three field-level projects.

Looking at the three projects implemented, changes in business practices are not yet evident. One project does not include a private sector partner from the cocoa sector (the OIPR project). The project with Ecookim is implemented across different member cooperatives and wants to establish a business case around agroforestry for farmers, including the development of market-based pricing for agroforestry schemes, but details were still lacking at the time of the MTE. The innovative element of the project with Olam is the connection between productive and protective activities, as Olam invests directly in forest projection and restoration. This is an interesting achievement in itself, but it is limited to a specific project and it is not clear whether/how it may impact on Olam's coffee-related business model, or whether it will be replicated by other buyers. IDH recognises that companies are reluctant to invest in forest protection, as they cannot easily claim carbon benefits or use these for their insetting strategies.

[18] Cavally is not (yet) a verified sourcing area, but is only presented as a landscape on SourceUp.

None of the projects include concrete objectives regarding traceability. A number of interviewees mentioned that lacking traceability may limit the impact of ISLA, as illegally produced cocoa is still bought by cooperatives in the area. A recent study confirms that traceability is not yet wide-spread in Côte d'Ivoire and is insufficient to meet the EU due diligence requirements (Renier et al., 2023). Only the project with Olam mentions traceability as a new element, but has not specified this further. According to IDH, traceability is not a focus of ISLA projects, as it supports national cocoa traceability systems through CFI rather than individual company efforts, also in view of EU legislation.

Enablers and barriers to sustainable business practices were mostly financial. The biggest enabler according to companies interviewed was the co-financing of projects. This addressed the biggest barrier towards the projects: lack of financial means. Being able to work together with other organisations in the area was also mentioned as an enabler. However, the long process from proposing a project to actual implementation was said to be a barrier. Long discussions between project partners, especially on legal matters, hampered the rolling out of projects, resulting in delays.

Several organisations have committed to co-finance parts of projects implemented as part of ISLA. Most of the co-investment contributions comes from private sector actors Olam and Ecookim. UNACOOPEC-CI (micro-finance institute) and OIPR (public agency) also co-invest in their respective projects. IDH co-financing was mentioned as a major enabler for these investment to take place. This additional capital is thus a direct result of ISLA. More details on the projects can be found in Table 12.

Table 12. Private and public co-funding of ISLA field-level projects in Côte d'Ivoire (KIT, 2023 based on IDH data).

	Project with OIPR	%	Project with Ecookim	%	Project with Olam	%	Total	% IDH
Budget	€ 288,032	--	€ 455,966	--	€ 1,961,128	--	**€ 2,705,126**	--
IDH co-funding	€ 254,670	88%	€ 181,312[19]	40%	€ 546,686	28%	**€ 982,668**	36%
Private sector co-funding	€ 100,000 estimate[20] (UNACOOPEC-CI)	--	€ 274,654 (Ecookim)	60%	€ 1,388,278 Olam: € 1,068,028 UNACOOPEC-CI[21]: € 320,250 (as loans to VSLAs)	71% 54% 16%	**€ 1,662,932**	61% excl. UNA. loans
Public sector co-funding	€ 31,228 (OIPR)	11%	--	--	€ 26,164 (OIPR)	1%	**€ 57,392**	2%

The Regional Cavally government aims to secure additional funding for a cocoa sustainability project. To this purpose, the regional government has submitted a proposal for funding of €900,000 to the World Bank and the Conseil Café Cacao (CCC) of Côte d'Ivoire. Other funding streams for ISLA Cavally are unclear based on the available evidence.

[19] Half of the co-funding is from ISLA, the other half from Technical Assistance Facility of the Land Degradation Neutrality (LDN) Fund (LDN TAF).

[20] The investment from UNACOOPEC-CI will be in the form of grants to the 28 trained entrepreneurs whose financing needs are estimated at around €100,000. However, this amount could be adjusted by the end of the project. The amount is therefore not included in the co-funding calculations of **Error! Reference source not found.**.

[21] The contract for the project has not yet been signed by UNACOOPEC-CI.

5.4.3.5 *Field-level sustainability*

There are three ISLA projects currently ongoing in Côte d'Ivoire: with OIPR, Ecookim and Olam (Table 13). The total budget for all projects combined is 2.7 million euro, of which 36% comes from IDH, 61% from private sector co-funding (excluding the expected grants from UNACOOPEC-CI in the OIPR project) and 2% from the public sector. Discussions have started on future projects, including with GIZ and Earthworm Foundation.

Table 13. Ongoing field-level projects under ISLA in Côte d'Ivoire (KIT, 2023 based on IDH data)

Project	Partners	Aim	Inclusion targets	Key activities	Timeframe
Entrepreneurship for the development of a green economy on the outskirts of the Tai National Park	IDH, OIPR and UNACOOPEC-CI	Strengthen the monitoring strategy of the Taï National Park by the OIPR involving the riparian communities	5,000 cocoa farmers & 30 young entrepreneur	• Selection and training of 30 young entrepreneurs • Distribution and monitoring of shade tree seedlings for agroforestry	July 2021 – October 2023
Agroforestry and community reforestation (Ecookim project)	Ecookim (including 22 of its cooperatives), IDH, FOA (implementer)	Implement agroforestry systems in Ecookim cooperatives to build resilience to climate change, improve income and increase cocoa productivity	8,000 cocoa farmers & 50 women nursery entrepreneurs	• Planting of trees for agroforestry • Including women's perspective in agroforestry design • Reforestation • Validating the business case of agroforestry • Creating access to finance • Securing incentives for farmers to transition to agroforestry, including land certificates	January 2022 – December 2023
Sustainable forest management through PPI (Olam project)	IDH, Olam (implementer), Regional Council Cavally UNCOOPEC-CI, OIPR, WCF	Contain and reduce the pressure on the Taï National Park and other protected areas in the eastern part of the Cavally region while improving the incomes of the region's populations and improving agricultural practices of coffee farmers	6,000 coffee farmers & 1,000 women in agricultural enterprises	• Planting of trees for agroforestry in coffee • Training of farmers on agroforestry & GAP/GEPs • Training and formalisation of VSLA groups (for women) • Access to finance for farmers and VSLA • Protection activities around Cavally CF • Protection and restoration of Hanna river • Reforestation	October 2022 – September 2024

All projects have the potential to contribute to the PPI targets formulated in the MoU, particularly **through agroforestry** (production and protection), **reforestation** (protection), **farmer training and entrepreneurship activities** (inclusion).

The **project with OIPR** has been running since mid-2021 and can be considered as part of the community outreach of OIPR, the Ivorian Office of Parks and Reserves in charge of TNP management. The project entails two main components: agroforestry in cocoa and entrepreneurship promotion. With regard to agroforestry, by the end of 2022, the project purchased and distributed free of charge 92,500 tree seedlings (mostly fruit and medicinal trees) to cocoa farmers on the outskirts of TNP, covering an area of 6,000 ha. The project indicated that it would map nearly 2,000 ha of these enriched plots during the first quarter of 2023. The project

furthermore aims to create new income-generating activities for young community members. To this purpose, 28 young entrepreneurs (out of 30 targeted – 27 men and 3 women) were trained in tree nursery management (the majority of distributed seedlings were purchased from three young entrepreneurs who underwent the training), poultry farming or fish farming (tilapia). To ensure the sustainability of activities, the entrepreneurs are currently being prepared to be compliant with microfinance-regulations in order to apply for loans with UNACOOPEC-CI. Seeing that nearly all trained entrepreneurs are young men, IDH recognises this project as gender unintentional.

The **project with Ecookim** supports the transition towards agroforestry of Ecookim as a union of cocoa cooperatives. The project works in nine communities with a diversity of interventions. Firstly, there is a gender component which entails having included women's preferences in the agroforestry design of the project (e.g. which tree species to select) and having trained 50 women on nursery management as income-generating activity. By the end of 2022, two women-led nurseries were up and running. IDH categorises this project as gender intentional. Secondly, more than 450,000 tree seedlings (7 tree species) were planted in agroforestry systems, of which close to 173,000 trees were mapped with GIS coordinates. This amounts to more than 28,400 ha under agroforestry involving 1,288 producers (22.5% of which are women). 169 lead farmers were trained on good agricultural and environmental practices and are supposed to train other farmers and monitor agricultural activities resulting from agroforestry systems. Thirdly, just under 115,000 tree seedlings were planted in 12 reforestation plots, covering 104 ha. The project aims to have land certificates issued for these plots; this is delayed to 2023. Finally, a study was conducted on the business case for agroforestry, which, however, does not seem compelling. Market-based incentives are to be developed to reward farmers for planting trees in their cocoa fields, but details were not available at the time of MTE.

The **project with Olam** was signed in 2022 and started its activities in 2023 with awareness raising among target communities, but no concrete outcomes can be reported at this stage. However, it can be observed that this project is by far the biggest in project budget and is also most holistic in its approach. Like the other two projects, it has a strong focus on agroforestry—in coffee, seeing the revived interest in this crop in Côte d'Ivoire, its potential to be more climate-resilient than cocoa (at least Robusta coffee) and its concurrent threat to residual forests if grown under extensive agriculture. The project aims to combine coffee-based agroforestry with other crops (e.g. rice and cassava) for income diversification, particularly for women. At the same time, the project entails a considerable component of forest protection and restoration, both in the TNP and the Cavally CF, financed by Olam. This includes targeted reforestation of 200 ha, the organisation and training of youth groups for forest monitoring and patrols, and ecological restoration of the landscape around the most important watercourse of the TNP (the polluted and drained Hana river). As such, this is the project that best connects the Production-Protection-Inclusion pillars. This is also the only project that IDH classifies as 'gender transformative' due to its focus on women-led enterprises based on crop diversification. However, it does not constitute a gender transformative approach in the sense of aiming to promote deep, enduring change towards gender equality. Therefore, the term 'transformative' seems unfitting.

5.4.4 Impact

5.4.4.1 Programme impact

No impact can be observed at the time of the MTE. At the level of landscape governance, important steps have been taken to set up the PPI platform in Cavally, which has held its first meetings and comprises 16 signatories at this stage (more organisations have committed to signing the MoU).

On the part of business practices and field-level sustainability, the three recent projects still need to show their impact. Based on project objectives and results so far, it can be observed that the main mechanism through which they aim to achieve impact is agroforestry (with the Olam project also including important other aspects; see further below). Agroforestry is promoted through tree seedling distribution—sometimes with the additional benefit that these seedings are produced by young or women entrepreneurs from participating communities—*combined with* farmer training on good agricultural and environmental practices.

Agroforestry is a key pillar to address deforestation and contribute to forest protection, as also reiterated by Côte d'Ivoire's REDD+ Strategy and Forest Code. A study conducted by Nitidae in 2022 for IDH and Ecookim estimates the expected benefits of agroforestry in terms of income from timber- and non-timber forest products based on yields, market demand and prices. The study mentions that yields of non-timber forest products show great variability, limiting the ability to predict exact potential revenues. It can take from five up to 20-25 years for trees to start producing their fruits. This can be problematic for cocoa farmers who experience reductions in cocoa productivity in the short-term due to agroforestry. Access to local markets for non-forest timber products—export opportunities do not exist—can be problematic if supply increases significantly due to the agroforestry projects, while demand remains constant. Planting fruit trees should therefore go hand-in-hand with marketing support. Similarly, there are uncertainties on the potential income from timber trees, as practices dictate that *any* timber trees within exploitation perimeters can be logged for the benefit of timber companies. The Forest Code of 2019, which states that trees are the property of the landowner, is not sufficiently enforced. The Nitidae study concludes that it is highly uncertain whether timber trees can be considered as a potential additional source of income. While the provision of official land titles can reduce this uncertainty, only the Ecookim project aims to work on this aspect (but not yet at the time of the MTE).

There are further unknowns at this point in time, including the unclear survival rate of tree seedlings planted. Ecookim, for example, claims to conduct regular monitoring of planted trees for up to three years and aims at a tree survival rate of 90% (also for reforestation). This appears to be a very high rate, also according to IDH. [22] Monitoring of planted trees has not yet commenced in the projects. Tree survival depends to a large degree on the extent to which communities are included in designing agroforestry projects and on the maintenance of trees planted (Sanial, 2020; Bernadi, 2020). Producers may quickly get demotivated to take care of shade trees when commodity prices drop. Land ownership also appears to be important for tree survival rate, as the Ivorian Forest Code recognises tree ownership to someone who has the land or who planted the tree on the condition of owing a formal land title. Without a title deed, planted shade trees do not formally belong to the person cultivating the plot. Particularly for non-national migrants without prospects to an official land title, this seems to be a disincentive for tree maintenance (Kouassi et al., 2021). Actual tree survival rate within the project thus remains highly uncertain at this stage.

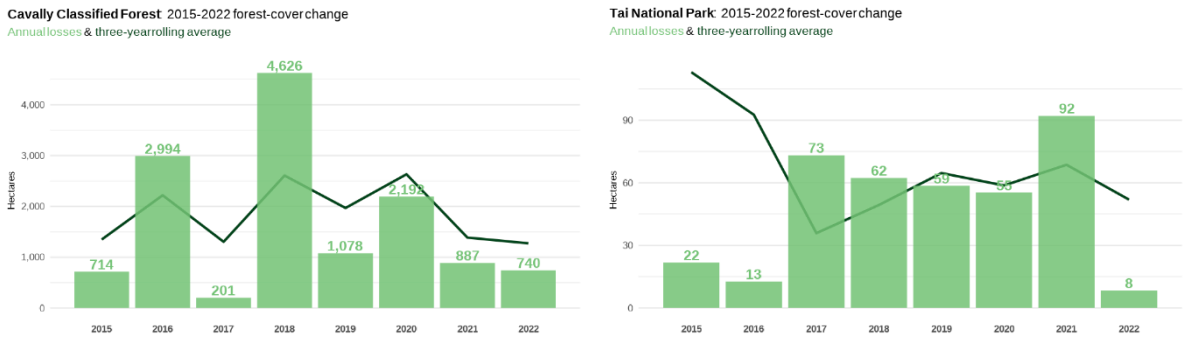
Promoting agroforestry also does not address important drivers of deforestation, such as land shortages, infiltration farmers or mining, which drive illegal incursions into forested areas. The Olam project recognises this and acknowledges that despite continuous efforts, including the IDH-SODEFOR project from 2017-2020 and Nestlé-Earthworm project (2019-2022), the infiltration of farmers in the Cavally CF for agricultural purposes continues (Olam Food Ingredients, 2022). Interviewees commented that insufficient attention to traceability fuels clandestine practices of some cooperatives who still buy cocoa from such infiltration farmers, who are oftentimes migrant farmers growing cocoa in protected forest areas. Cooperatives then mix this with cocoa coming from their own members, which also "increases" the productivity of cooperative members to levels not actually attained. As also recognised by IDH, this is an important problem and there are discussions in the landscape platform on how to address this. Traceability does not feature prominently in ISLA, as IDH focuses on pushing traceability at the national level, rather than at the landscape level. The Olam project is the only project that has included traceability in its proposal, but it remains unclear how this will be operationalised and to what extent this prevents clandestine cocoa buying practices. Agroforestry and training of farmers are unlikely to stop (migrant) farmers from accessing the protected areas, nor remove them from the area. The activities related to forest patrols as part of the Olam project therefore constitute an important addition to agroforestry (and traceability), the impacts of which still need to be observed in the future.

[22] A source cited by Mighty Earth (2022) claims that the survival rate of distributed tree seedlings in Côte d'Ivoire is less than 2%.

5.4.4.2 *Forest cover change in PPI Compact area*

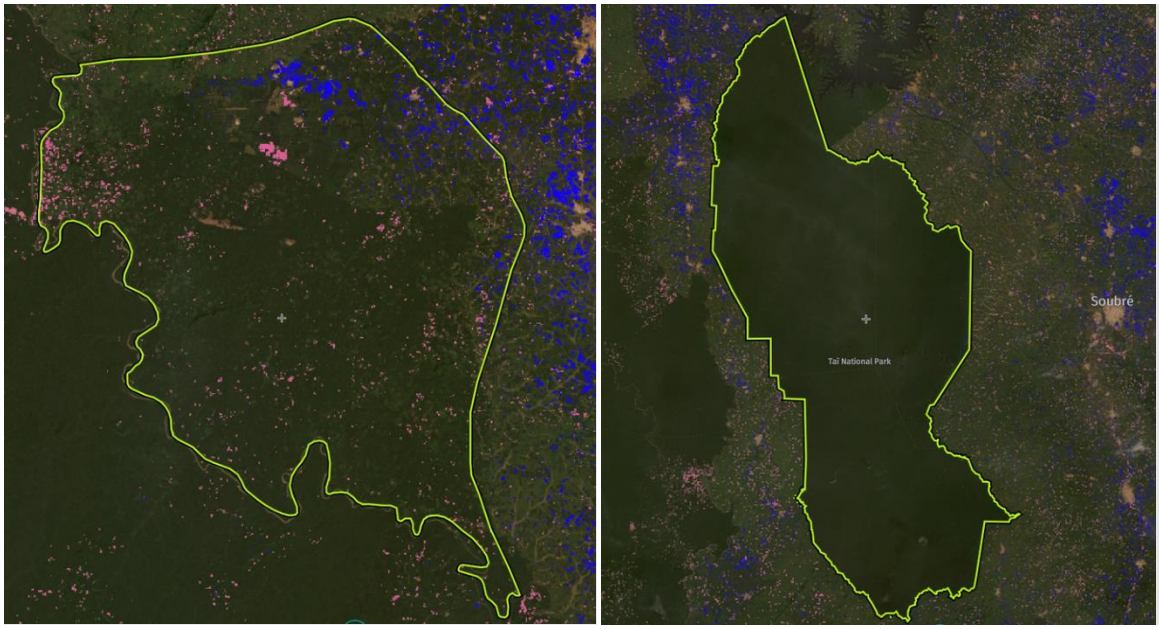
Based on the Hansen Global Forest Change dataset, the two main forest reserves of the PPI Compact Cavally area—Cavally CF and the TNP—were analysed for their tree cover change 2015-2022. The results in Figure 15 show that deforestation in the Cavally CF reduced for the years of 2020-2022 but remains at a high level. Deforestation in the TNP takes place at a much lower level. There was hardly any forest cover loss in 2022.

Figure 15. Forest cover loss trends in the PPI Compact area for Cavally: Cavally Classified Forest and Taï National Park. Values on the top of bars are in ha. Three year rolling average is presented as bold line (KIT, 2023)



The satellite maps (Figure 16) below show where deforestation and reforestation are taking place in the Cavally CF and the TNP between 2021 and 2022. Forest loss is shown in pink and forest gain in blue. The base map is a planet satellite imagery for January 2023 using natural colours. Most forest cover loss in the Cavally CF took place in the western part while most forest gains have been achieved in the north-western part. The geospatial analysis shows no forest cover loss or gain in the TNP. It should be noted that it is not possible to attribute any changes in forest cover to ISLA at this stage of the programme. Forest cover loss does not mean that ISLA has no effect and forest cover gain does not mean that it can be attributed to ISLA.

Figure 16. Forest cover loss trends in Cavally Classified Forest (left) and Taï National Park (right) between 2021 and 2022 (KIT, 2023)



5.4.5 Sustainability

IDH aims to ensure sustainability of efforts through two main strategies. First, IDH trains and strengthens the capacity of staff working for the Regional Council to sustain the multistakeholder platform. Staff members are already involved in meetings, organisation and monitoring. These staff members also received capacity building on platform management and monitoring and evaluation. Secondly, IDH is in discussion with the Regional Council to find more financial resources for the platform. This includes a potential tax from timber exploitation which would go towards the platform through the Cavally Regional Council. To this purpose, IDH also wants to obtain the support from the Ministry of Interior Affairs that is in charge of local governance, discussions are planned but have not yet taken place. As a result, at this stage, the sustainability of the platform in Cavally is not yet ensured. However, the continuation of the activities of the platform is potentially ensured in the short term by the SCOLUR-CI project that intends to build upon the existing platform. Discussions between IDH and the SCOLUR project partners are currently ongoing.

5.4.6 Strategic learning

The Cavally platform is currently the only ISLA MSC that is up and running in Côte d'Ivoire. One of the targets of the second phase of ISLA is to replicate this in Mont Peko—an important conservation area with significant (unsustainable) cocoa production. IDH has developed a concept note and presented it to the cocoa industry. Discussions have started with ETG and Barry Callebaut. No outcomes can be reported at this stage. However, IDH staff indicated that they are taking lessons learned from the PPI Compact in Cavally for the aspired compact in Mont Peko, including efforts to engage the private sector from the beginning, rather than hoping for buy-in at later stages.

There are other organisations implementing a landscape approach in Cavally. Regular exchange takes place with GIZ and Earthworm Foundation, both of which are signatories of the MoU. Lessons learned from their experiences are shared and are reflected on by IDH (e.g. how to improve forest protection efforts).

5.5 Conclusions and recommendations

Overall, most outputs and early outcomes have been achieved by ISLA Côte d'Ivoire (or are in the process of being achieved). The PPI Compact in Cavally can be considered an important achievement and can be a relevant regional instrument in the fight against deforestation, which continues to be an important concern in the Cavally region. It remains to be seen to what extent the targets set according to the MoU and GGP will be achieved. Field-level projects are also in a relatively early stage and reporting on results need to improve in order to a good understanding of their outcomes and possible impacts. Table 14 provides an overview of the most important strengths and weaknesses identified.

Table 14. Strengths and weaknesses of the ISLA programme in Côte d'Ivoire (KIT, 2023)

Strengths	Weaknesses
1. Establishment of landscape platform with diverse stakeholders involved, including vulnerable groups—particularly women and youth representatives	1. Limited private sector inclusion, particularly cocoa companies are hardly represented in the landscape platform. Cocoa companies are part of the national-level CFI and do not see the added value of the PPI Compact.
2. Support to the development of two strategic documents for the sustainable development of the Cavally region: the GGP and the SRADT	2. Limited public commitment by buyers to the Cavally landscape (e.g. on SourceUp).
3. High relevance of landscape approach in view of ongoing deforestation and economic importance of cocoa production; strong focus on stakeholder participation	3. Limited change in business practices at the value chain level as the focus lies on field-level sustainability of farmers through agroforestry and training. Getting companies to invest in forest protection remains challenging.
4. Establishment of clear governance structure of the landscape platform (steering committee, technical committee, five thematic groups), institutionalised by public decree	4. Limited focus on traceability and transparency at the level of Cavally region, despite the widespread proliferation of clandestine buying practices from infiltration farmers.
5. Clear indication of local ownership due to active role of the Cavally Regional Council, with capacity to mobilise funds	5. No focus on migrant and infiltration farmers, neither in the MoU for the PPI Compact nor in field-level projects.
6. More than 1.7 million euro of co-funding secured, mostly from private sources	6. No coherent gender strategy: some, but overall limited, attention to gender
7. Large project with Olam with a project volume of 1.9 million euro has started, with holistic PPI approach	7. Unclear impact of field-level project due to: • Unclear profitability of agroforestry for farmers • Unclear tree survival rate (monitoring yet to start in the Ecookim and Olam projects) • Limited attention to important deforestation drivers, such as land shortages, mining, infiltration farmers
8. Clear exit strategy of IDH.	8. Despite exit strategy, it is uncertain at this stage whether Regional Council will have sufficient capacity and whether efforts to lobby national government support will bear fruit.

The following recommendations can guide further programme implementation:

1. **The private sector needs to be better integrated** in the PPI Compact in Cavally, seeing that this region is an important cocoa growing area with high deforestation rates. This requires that the added value of the PPI Compact for private sector actors is sufficiently clear, including how their engagement supports corporate sustainability commitments and how the PPI Compact fits with national level initiatives that companies may have signed up to (e.g. CFI).
2. **Efforts should be enhanced to secure private sector commitments for this landscape**; otherwise, the Cavally region will not become a verified sourcing area, which could attract further funding.
3. IDH should learn from the Cavally experience and **invest heavily in getting private sector buy-in for the Mont Peko compact** at the earliest possible moment.
4. There should be **sufficient resources allocated to capacity building of the Cavally Regional Council**. Failure to build sufficient capacity will endanger both local ownership and future sustainability. Furthermore, securing a sustainable source of funding for the platform beyond 2025 has not materialised yet. This should

be a priority area for IDH to ensure longevity of the programme. IDH should pilot multiple options (e.g. taxation of timber products) together with the Regional Council and other public authorities to assess the best option(s).

5. Showing progress on results achieved will be important for continued stakeholder commitment and to attract new partners. This requires the **setup of a credible and transparent monitoring system** which tracks results of the PPI Compact on a yearly basis. Results from field-level projects should be clearly connected to the progress on the PPI Compact.
6. The **landscape platform should discuss deforestation drivers which have thus far remained unaddressed,** including the issue of infiltration (often migrant) farmers. Efforts should be expanded to reduce the number of farmers moving into protected areas, e.g. through innovative pilot projects with public authorities and civil society.
7. **Field-level projects should include more concrete ambitions for changes in business practices beyond the level of farmers** (who are supposed to practice agroforestry). This includes purchasing practices, supply chain traceability and getting companies to invest in forest protection. More innovative approaches to changing business practices should be encouraged, based on, but also going beyond, the expected experiences of the Olam project.
8. Although IDH focuses on national-level traceability systems, **ISLA could be a good testing ground to assess new traceability practices** on their potential to push back on clandestine cocoa buying practices at the local level.
9. A more coherent gender strategy should be developed to **improve attention to gender** at the PCI Compact and in projects. 'Gender transformative' should be more than access to and control over resources.

6 Findings Dembel Shalla sub-basin (Ethiopia)

6.1 Introduction

This chapter evaluates the activities of IDH's ISLA programme in Ethiopia for the years 2021 and 2022. The information is based on desk review and a limited number of semi-structured interviews with relevant stakeholders. It builds on the draft version of the report "Lessons learned report on the Dembel-Shalla Sub-basin Sustainable Landscape Programme" by L. Yohannes (June 2023) commissioned by IDH to capture the key lessons from the programme. The ISLA programme in Ethiopia ended in June 2023. During the time of this MTE, IDH was in the process of finalising handover of the project to the regional government and local partners.

Key findings of the MTE

1. ISLA addresses the landscape's needs in terms of sustainable agri-food production, natural resource protection and livelihood enhancement, but there seems to have been a mismatch between the ISLA approach and the local context, which required a long process of contextualisation to make the programme locally relevant. While the programme in Ethiopia has been running since 2015, it was only towards the end of its lifespan that IDH's efforts began to bear fruit.
2. Stakeholder recognition of the importance of the programme started growing as collaboration between stakeholders improved and distrust was reduced. Partners value that the programme made participants look beyond their own objectives, increased awareness of the ecological challenges of the landscape, and highlighted the need for multi-stakeholder collaboration and coordination.
3. The programme struggled with a variety of external influences, including political instability, social unrest, draughts, macro-economic instability, and market fluctuation, leading to limited government capacity and limited co-funding and scaling opportunities. This affected implementation and slowed down progress.
4. Overall, ISLA contributed to various achievements, especially on field-level sustainability, albeit at limited scale. Key achievements include first-time certification of 400 smallholder farmers against the Global G.A.P. standard and the rehabilitation of 250 ha with (fruit) trees.
5. IDH made agreements with a substantial number of stakeholders to continue efforts and handed over the programme to the government and local partners. Despite these agreements, the sustainability of the programme is highly uncertain due to limited stakeholder capacity, political instability, and a lack of external funding opportunities.

6.2 Context of Dembel-Shalla

The Dembel-Shalla sub-basin is part of the Great African Rift Valley and includes four major lakes—lake Abijata, Langano, Shalla, and Dembel. It stretches across different regions within Ethiopia, mostly the Oromia and Southern regional states, covering an area of around 14,000 km[23]. The population surrounding the basin was estimated to be almost 6 million in 2018[24]. Population density is high in comparison to the national average: 419 people per km², compared to 115[25]. Agriculture in the sub-basin is dominated by smallholder farmers growing

[23] The Writing Company (2023)

[24] GIRDC (2020)

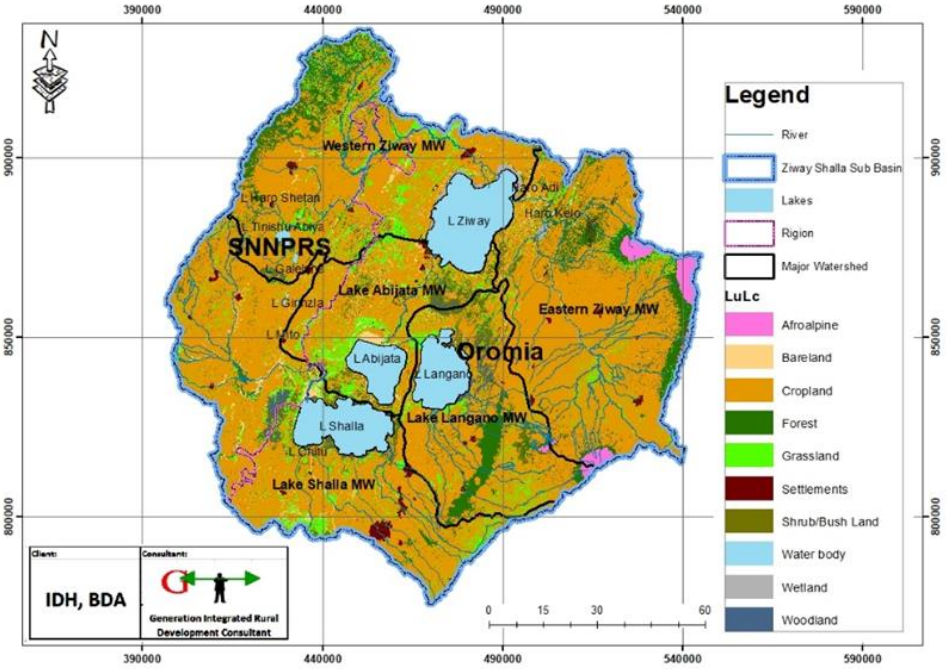
[25] GIRDC (2020)

staple crops and vegetables and livestock farmers for local markets. The sub-basin is also an important producer of export flowers and there is some tourism.

The sub-basin is affected by poor water resource management and pollution through irrigation efforts, soda ash abstraction, use of chemicals, and horticulture, which put high pressure on the natural resources of the lakes. The landscape is degraded through deforestation (only 3.6% of the land across the sub-basin is covered with forest), erosion and water pollution. While the degradation threats the sustainability of local livelihoods, high poverty rates prompt further unsustainable practices, thereby creating a vicious cycle of poverty and environmental degradation.

Figure 17 shows a map of the sub-basin. The Dembel watershed is split into Western and Eastern Ziway (Dembel) watersheds. The Western Ziway major watershed is where ISLA Ethiopia programme had its field level interventions.

Figure 17. Map of Dembel Shalla Sub Basin (Source GIRDC,Feb 2021). Lake Dembel is the recently re-adopted name for the lake formerly called Lake Ziway



6.3 ISLA: input and outputs

The ISLA programme in Ethiopia has supported the Dembel-Shalla sub-basin since 2015, following its Production, Protection, Inclusion (PPI) approach. IDH has facilitated the convening of multi-stakeholder coalitions, co-designed and co-financed the programme, and supported the implementation of eleven field-level projects, of which four were active in the 2021-22 period. The landscape that ISLA operates in falls into two different administrative regions with different governance institutions, making the provision of resources sometimes politically loaded. Contrary to other countries, ISLA Ethiopia ended in June 2023. IDH has handed over the programme to local stakeholders in March 2023.

In the first funding phase (2015-2020), ISAL focused on the general Central Rift Valley area. However, as the boundaries to such a landscape were hard to define, it changed its focus to the Dembel Shella sub-basin. The field-level interventions were then further confined to the Lake Dembel watershed. The major horticulture companies were located around Lake Dembel and wanted the projects to be close to their operations. This determined the field-level projects geographical scope as these companies were the key co-funders of the projects. Moreover, ISLA did not have the required resources at their disposal to cover a wider area (even if

further co-funding would be possible)[26]. While the programme thus focused on the lake Dembel watershed, it did assume potential positive spillover effects to the greater sub-basin as Lake Dembel fed into Lake Abijata.

Since its start in 2015, ISLA Ethiopia focused on the improvement of water management, degraded land restoration in combination with alternative livelihood initiatives, waste management, and sustainable agricultural practices. IDH had been the main convenor of the Dembel Shalla Sustainability platform which brought together national, regional, and local government, NGOs, the private sector, smallholder farmer organisations, and local research centres.

The country-level ToC (see Figure 18) identifies the following impact objectives for the 2021-2022 period:

- The landscape becoming a sustainable and economically competitive sourcing destination that ensures better environmental and livelihoods management.
- Land and water resources use by companies and communities is improved in terms of water quality, quantity, agro-chemical use, soil fertility, etc.
- GHG emission reduction and improved CO_2 storage from rehabilitated areas, while improving water and land sourcing.
- Improved income for farmers from Global G.A.P. compliant production, market linkage, and sustainable non-farming activities.

Now that the programme has ended, an MoU has been signed with 13 ISLA partners for 2023-2025 to continue their commitment to jointly and individually contribute to the sustainability in the landscape. [27]

With regard to field-level projects, the following four projects were active in ISLA's second phase. All projects were co-funded by IDH and programme partners in the landscape.

1. *Prevention of Natural Resource degradation and community livelihoods improvement in Walinbulla Locality of Central Rift Valley*. The project was co-funded by Tree Aid, IDH and UNDP/ GEF/ SGP and implemented by Vision of Community Development Association (VOCDA). It aimed at decreasing the dependency on natural resources and enhancing sustainable livelihoods for local communities. To address the communities' livelihoods, women have been trained and provided with start-up capital to take up small-scale off-farm business activities[28]. The results achieved include: 871 community members who were organised into small enterprises and their livelihoods diversified through honey production (300), fruits production (141), climate smart loans (20), moringa and aloe vera soaps production (10), saving and credit access for small scale trade (400), as well as awards for conservation champions on farmers forest day (10)[29].
2. *Ensuring Sustainable Protection and Utilisation of Worja-Kamo micro catchment*[30]. The project was co-funded by IDH and SHER Ethiopia (a Dutch flower farm in the landscape) and implemented by VOCDA. The project is a culmination of two previous projects that worked on rehabilitation of the micro catchment (~250ha) and creating alternative livelihoods for the communities in the locality. As a sustainable exit, this final project was aimed at addressing the sustainable micro-catchment management and utilisation. The project

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[26] ISLA Ethiopia made one contribution at a sub-basin level, which is the commissioning of the Water Potential & Demand assessment of the entire Dembel Shalla sub basin together with Ministry of Water & Energy at the end of the first funding period. This document served as an input for water allocation planning by the government.

[27] Signatories are the Oromia Environmental Protection Authority (regional government), Oromia investment & Industry Bureau (Regional government), Oromia Tourism Commission (Regional government), Batu town Mayor's Office (Local government), and Rift Valley Lakes Basin Development office-under Ministry of Water & Energy (Federal government branch),Castel Winery PLC, Frigorifico Boran Foods/ Allana PLC, Haile Hotels & Resorts PLC, Meki Batu fruit & vegetable farmers' cooperative union, Vision for Community Development Assocation, Tree Aid, and Water Witness International.

[28] VOCDA (2022)

[29] VOCDA (2022)

[30] VOCDA (2022)

focussed on strengthening the governance of the micro-catchment management and field-level interventions' sustainability by integrating the ancient Gada system into communities. Gada system is the indigenous governance system used by the Oromo people in Ethiopia and Northern Kenya and underlines the importance of the protection of nature for its socio-economic, spiritual, and religious value. The project also added to community livelihoods diversification by implementing community based eco-tourism business (20) and honey production (50) income-generating activities, specifically aimed at youth. The project also trained farmers (350) in climate-smart agriculture and other small business skills. Women, specifically, were trained in bookkeeping and other business-related subjects, 57,400 seedlings were distributed to farmers to address deforestation and soil and water conservation structure were built on 35ha individual lands by community members to curb erosion[31].

3. The third project was aimed at *capacity building for smallholder farmers to shift to good agricultural practices*, especially with respect to pesticide use and subsequently improve product quality and safety for better income and at a landscape level reduce pollution to Lake Dembel. The project was co-funded by IDH, Meki Batu farmers' cooperative union (MBCU) and the Ministry of Agriculture. Implemented by the union (MBCU), the project introduced the Global G.A.P. standards to 400 smallholder farms under MBCU, which includes 153 cooperatives with 8,410 members. This project trained farmers and provided regular extension service through hired experts, inputs through credit, upgrade/maintenance of farm to packhouse facilities as well as outsourcing third-party audit and certification for the capacitated farmers. The project is the first ever to achieve Global G.A.P. certification at smallholder vegetable producers' level in Ethiopia. The certified farmers were supported in market linkages, including with an aggregator exporting to UK market, three local universities and one hotel chain. Market assessments have been undertaken to also link farmers to potential buyers in Djibouti.
4. *Water hyacinth carbonization to briquette, crafts making and lake shore restoration*. This project aims at exploiting the potential of water hyacinths for the creation of sustainable briquettes and handicrafts. The project was co-funded by IDH, five Dutch flower farms (SHER Ethiopia, AQ, Ziway, Herburg, Braam), as well as Haile Hotels & Resorts, and was implemented by Fair and Sustainable Ethiopia and PUM NL. A boot camp and two technical skills trainings were provided to 40 youth and 15 women groups for the briquette and handicrafts pilots respectively. Equipment was designed, purchased, and installed for prototyping briquette. For the production of handicrafts from water hyacinths, specifically aimed at women, a product analysis was carried out. The partners have committed to continue funding and implementing it beyond IDH's support.

An overview of IDH's outputs achieved across the three result areas can be found in Table 15. Not all indicators in the Results Measurement Framework (RMF) are featured with targets and/ or cumulative results. Therefore, it is not possible to assess to which extend the overall framework has been met.

[31] VOCDA (2022)

Table 15. Achieved outputs in Ethiopia according to IDH result monitoring framework (IDH data)

Result level & area	Indicator	Baseline	2022 target	2023 multi-year target	Result 2021	Result 2022 (cum)	% progress against 2022 target
Output – Improved Sector Governance	Number of multi-stakeholder coalitions, committees, or secretariats convened at a jurisdiction level to sign and support a common vision, goals, and strategy on sustainable development or sourcing	0	3	5	3	4	133%
Output – Improved Business Practices	Number of Value Chain Actors with MoUs or funding agreement to invest, trade, and/ or provide services (Dutch)	0	3	4	1	1	33%
	Number of Value Chain Actors with MoUs or funding agreement to invest, trade, and/ or provide services (non-Dutch)	0	1	10	2	6	17%
	Number of Value Chain Actors reached with technical assistance (non-financial assistance)	5	14	-	14	14	100%
	Number of diagnostic analysis finalised	0	2	-	1	2	100%
	Percentage of projects in IDH portfolio that are gender intentional	0	0	-	0	1	-
Output – Field Level Sustainability	Number of farmers who gained improved access to financial services	0	0	-	160	364	-
	Number of farmers gained access to inputs and technology, including ICT	0	0	-	400	604	-
	Number of farmers and workers trained	-	555 (F)	-	518	1065	192%
		-	955 (M)	-	771	1785	-
	Number of agronomists, extension workers and experts trained	-	**151**	-	**41**	-	-

6.4 Findings

6.4.1 Relevance

ISLA is recognised as relevant but not all issues in the landscape could be addressed by ISLA. The ISLA programme addresses the landscape's needs in terms of sustainable agri-food production, natural resource protection and livelihood enhancement. Moreover, while IDH's interventions are recognised as relevant, there are structural problems in the landscape which are not addressed by ISLA. A local consultant[32] found that these structural issues cause certain mismatches between the landscape and the programme. First of all, the

[32] The writing company, Ethiopia (Lessons learned)

landscape is very aid dependent. Structural poverty is high and many beneficiaries are often more interested in short-term gains rather than investing long-term. Other issues include high inflation in Ethiopia, unstable markets and value chains, political instability, security issues, weak institutions and poor capacity in governments, the private sector and civil society. These issues therefore influence programme implementation.

Contextualisation of the ISLA programme to the landscape was challenging. IDH staff recognised that more time than anticipated was needed to adapt to the Ethiopian context. Initially ISLA focused on the Central Rift Valley, but as this was divided among too many different public authority entities, ISLA moved its focus to the Dembel Shalla sub-basin, and specifically Lake Dembel.

The ISLA landscape approach is highly appreciated among stakeholders. Partners value that it lets participants look beyond their own objectives, increases awareness of the ecological challenges of the landscape, and highlights the need for multi-stakeholder collaboration and coordination. This is relevant in as much as it addresses behavioural barriers that have affected the landscape. As stakeholders were not aware of the process of a landscape approach, it took a long time before it was embraced.

The inclusion of the private sector has been relevant. Particularly floriculture companies were faced with mistrust vis-à-vis communities and government. While they are important employers in the region, there are limited trickle-down effects and flower farms are considered important contributors to landscape pollution. Their inclusion has therefore been critical for companies to become more active in the landscape rather than merely focusing on their own farms. Companies have been important co-funders of field-level projects.

The reliance of the ISLA programme on the private sector as co-financer, implementer and to eventually take over the multi-stakeholder coalition can be considered a weakness. First, there is (continued) misalignment between business motives and the platform's objectives. Second, it turned out that private sector stakeholders were not resourceful enough to fund the projects alone. Subsequently, the private sector prefers the local government to invest in the projects too. Finally, the relationship between businesses with local government and local communities was very poor before the ISLA programme and has improved since, but some companies seem to only participate for public relations reasons.

Similarly, the **inclusion of the public sector has been relevant**, as it has improved the relationship with the private sector. IDH suggests that some public sector organisations have moved from a point of view where they would "punish" the private sector, e.g., for polluting, to a more collaborative attitude and approach where they ask the private sector how they can support so pollution can be avoided or mitigated.

The capacity within both public institutions and the private sector was lower than anticipated, which affected the speed and quality of implementation of the programme. This was, in part, caused by political instability in the country.

6.4.2 Coherence

ISLA has increased coherence between initiatives and stakeholders in a landscape that was fragmented with diverse development projects. It has helped to connect different stakeholders to collaborate and it has given the regional government a new perspective on how it needs to operate, thereby adding to the coherence of interventions active in the landscape . However, it was recognised in interviews with IDH that the programme should have been more contextualised in the beginning. According to IDH staff, it needed more time to adjust the ISLA programme to local needs rather than adjusting local actors to ISLA.

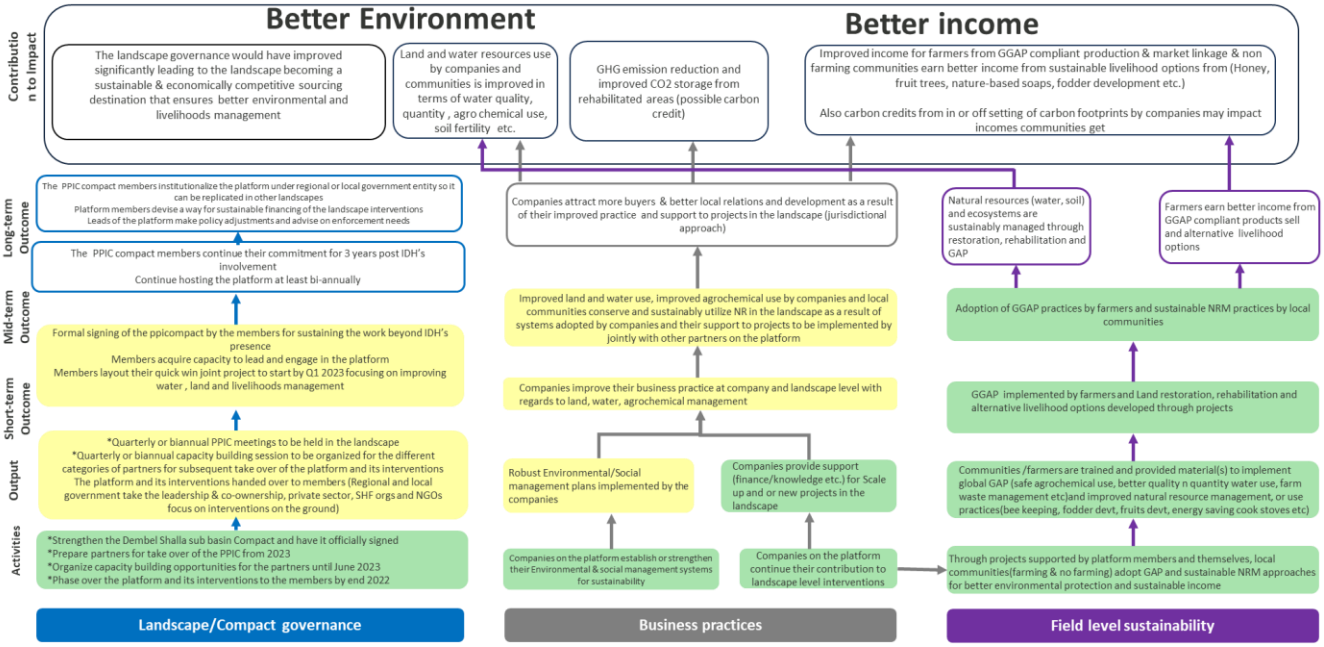
6.4.3 Effectiveness

6.4.3.1 General effectiveness

While the ISLA programme faced its difficulties, **steps have been taken to improve landscape governance and field-level sustainability**, particularly in 2022. When assessing progress against the country's ToC, it can be

observed that a number of outputs, short- and medium-term outcomes have been achieved (Figure 18). The colour green means that the part has been completed and yellow means that it is ongoing.

Figure 18. Progress of ISLA in Ethiopia against the country-level ToC (KIT, 2023)



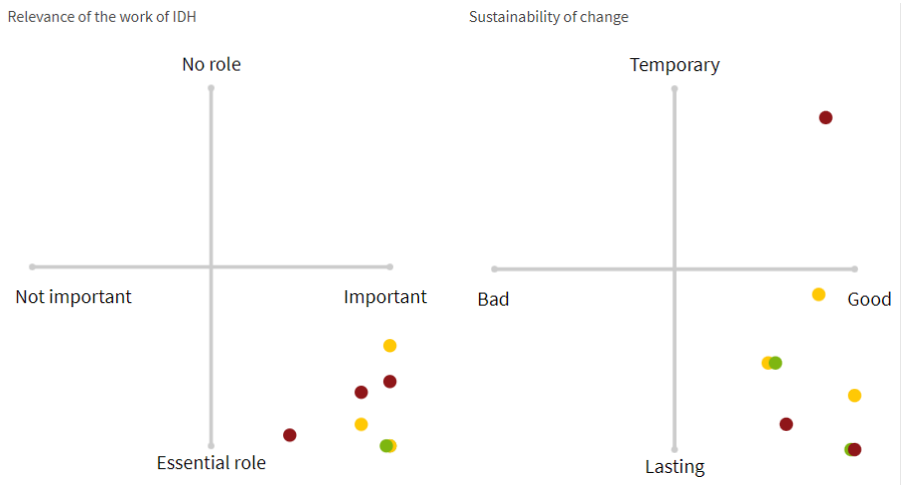
Regarding landscape governance, all activities have been finalised and the landscape has been on its way to finalise the outputs. For short- or mid-term outcomes, there is not enough evidence that these goals are structurally achieved. In the area of sustainable business practices, improvements have been made among all goals, but have not yet been finalised nor structurally changed within the landscape. Field-level sustainability has seen the most success as there has been widespread adoption of sustainable practices among farmers.

6.4.3.2 Stakeholder perspectives gathered through Sprockler

Using the online interview tool, Sprockler, the team has gathered information regarding stories on the most significant change in the landscape. Eight people responded to the questionnaire, with representatives from the private sector (3), CSOs/ NGOs (2), and IDH (3).

The results show that overall, the work of IDH was important and essential in the landscape (Figure 19). Moreover, the contribution is classified as good and is viewed as lasting. Moreover, when asked how people felt about the change they described, most answers include positive feelings, such as hopeful (7x), happy (5x), and inspired (5x). The most appreciated role of the ISLA programme was the co-financing role (6x) and the facilitating/ convening role (5x). When asked which group contributed most from the change that was seen in the landscape, most respondents answered communities (7x). Next in line are small-scale farmers. Only one person indicated a negative effect on a group of stakeholders: youths.

Figure 19. Sprockler survey results Ethiopia (KIT, 2023)



6.4.3.3 Landscape governance

Two MoU's signed between several public authorities, private sector and civil society actors, testifying to improved stakeholder collaboration in the multi-stakeholder platform despite differences in interests. At the beginning of the second funding period, in 2021, an MoU was signed where efforts were made to reach different groups of beneficiaries. During the first phase of ISLA, the programme faced weak participation and weak commitment to the platform due to diverging stakeholder interests. Another challenge was defining the geographical boundaries of the landscape approach. As the programme was located across regions and hence, across different authorities, it took a long time to get those different bodies on board. A lot of rotation happened across public, private and civil society members, but the private-public partnership of the model remained constant over the years. Now that the programme is ending, another MoU is signed for the period of 2023 – 2025 with different public authorities, private sector and civil society stakeholders to ensure the continuation of the programme.

This also shows that some level of local ownership has developed since ISLA phase 1. Initially, the issues in the landscape were seen as very serious, but local ownership in the landscape was lacking due to the use of common pool resources such as water. Moreover, because of trust issues between stakeholders, ownership was difficult to establish. This has now changed to some extent.

With this, the programme has improved stakeholder collaboration and the relevance of addressing issues. The programme has brought together stakeholders who normally would not have crossed paths. Because of the programme, stakeholders look beyond the contribution in their own supply chain and take the entire landscape into account.

With regard to ISLA's governance outcomes against ISEAL criteria (Table 16**),** while there has been an improvement in collaboration between stakeholders in the landscape, it was difficult to keep them actively engaged. The programme has, however, signed several MoUs with partners to hand over the efforts of the programme to local stakeholders after IDH steps out. In doing so, it has set out its ambitions for the coming years, but these have not been finalised in an institutionalised progress framework that includes clear timelines, targets, and milestones that are necessary for the outcomes. Moreover, it has created a budget, but whether this will be feasible is not yet known. It does, however, have a clear M&E system that keeps track of the landscape's progress through monitoring reports, results measurements frameworks, regular meetings with working groups, the mid-term review, and data on finances.

Table 16. Governance assessment for Dembel-Shalla sub-basin

Category	Desired outcome	Assessment
Engaged Stakeholders	Key stakeholders in the jurisdiction, including local government and producing enterprises, are actively engaged in the initiative and committed to any action plans and their stated outcomes	
Governance	Clear and transparent operating procedures define the legal standing of the initiative and the governance roles, responsibilities and decision-making for different stakeholders in that initiative	
Progress framework	Sustainability impact goals or outcomes, timebound targets and milestones are defined for the jurisdiction and an action plan lays out steps to be taken to meet the milestones and outcomes	
Financing	The jurisdictional initiative has defined a budget and secured or identified resources sufficient for the ongoing operation of the initiative, including monitoring of progress	
Monitoring System	A framework is in place to monitor performance improvements in the landscape, in conjunction with the capacity to manage and analyse the data and accurately communicate the results	

6.4.3.4 Changes in business practices

The private sector is more involved in the overall landscape than before ISLA, but sustainable involvement is questionable. Private sector companies have become more open and aware of the impact they have in the landscape and the responsibility they carry to operate sustainably. They are less operating as individual "islands" and are now also co-funding certain projects. Overall, ISLA has managed to raise EUR 950,000 from private partners (of which EUR 171,103 in 2021 and 2022). SourceUp has not been used in the landscape, as it was not deemed relevant to the context of the landscape.

6.4.3.5 Field-level sustainability

ISLA has made progress on all of its field-level sustainability targets and has even overachieved some of them. The programme in its 2021-22 period consisted of four different projects, all of which had a governance element, a sustainable agronomic element, and a livelihoods element. Looking at rehabilitation of degraded areas, around 250 ha are rehabilitated through the distribution and planting of (fruit) trees and other rehabilitation activities, which included the community. However, drought and erratic rainfall has affected the survival rate of the trees by around 50%. Households have also been trained in sustainable agricultural practices and 400 farmers are now GlobalG.A.P. certified. Market linkages with Ethiopian Airlines, GreenPath Plc to export to the UK as well as local universities and a local hotel chain were achieved during the programme. Consumption of biomass has also been declined as projects have distributed energy-saving stoves and the production of more sustainable briquettes for cooking using water hyacinths. While the programme has significantly improved practices of smallholder farmers in the landscape, the programme could have benefitted from a larger focus on improving sustainable practices at the side of the private sector (e.g., floriculture) as they are seen as large contributors to land degradation.

Livelihoods have been improved among beneficiaries through the introduction of various alternative income-generating activities. The distributed fruit trees have, in some cases, been used for crop cultivation and selling. Another popular income-generating strategy in the projects was beekeeping. Households have been trained to set up beehives and on how to cultivate honey. Within one project, an eco-tourism intervention has been initiated for income generation. This initiative was particularly targeted towards youth of the landscape. While

not without difficulties, as board members did not align easily, the initiative raised awareness on the opportunities regarding eco-tourism.

There has also been a specific focus on economically empowering women in the communities. Almost all projects and activities monitored on the participation of women. Two projects were specifically aimed at women, which concerned soap making and the creation of handicrafts from water hyacinth. Women were trained on production aspects and were allocated some (monetary) input to start an enterprise. Moreover, women were trained in bookkeeping and anticipating market needs. It was found that even with small income gains, women's (economic) independency has improved. There is commercial interest in the handicrafts from water hyacinth and some will be exhibited throughout Ethiopia mainly because the water hyacinth invasive plant has become a problem for many lakes across the country and the intervention is the first of its kind. It has not been found that women's position were improved regarding leadership positions.

Landscape governance improved field-level sustainability. There were several different interventions regarding landscape governance that improved field-level sustainability, starting with the signed PPI compacts and MoUs. Beyond these agreements, one of the projects focused on the integration of Gada governance into surrounding Kebeles. Gada is the indigenous governance system that is used by the Oromo in Ethiopia and Northern Kenya. They have a specific focus on the importance of natural resources as it has socio-cultural, ecological, and spiritual values. Specifically, the system allows for using dead trees for firewood and construction, but prohibits using young trees. Cross-cultural learning was initiated by creating awareness for Kebeles.

6.4.4 Impact

It is too early to conclude on impact. As indicated in the sections above, ISLA has achieved important results within certain aspects of the programme. The most successful aspect of the programme has been within field-level sustainability efforts and by creating collaborations within different stakeholders. Table 5 shows that for the number of farmers who increased their net income, the programme was well on its way to meet the 2025 target. However, it is too early to draw conclusions on impact. While outcomes have been achieved, such as increased income and certification of farmers, it is too soon to say whether sustainable impact will be achieved from this. The likelihood of this strongly depends on the sustainability of the programme and continued stakeholder collaboration and input beyond IDH's exit. The IDH ISLA Ethiopia team agrees that they trust that at least some of the programme, especially within field-level collaboration, will continue. But it is unsure to what extent platform dialogue will remain after IDH has left.

There are several achievements on field-level sustainability. Farmers have been trained on awareness and have taken over sustainable practices in their cultivation process. Moreover, income generating activities, such as beekeeping, soap making, and handcrafting, have been set up. Through trainings and (capital) input from the programme, households are supported in starting a business. Subsequently, bookkeeping trainings have especially helped women in continuing their business independently. For both activities on – and off – the farm, IDH and the co-funding partners have provided trainings, tools, and monetary input for the start of enterprises or for improving farm activities. Moreover, it is recognised that even a small increase of income improves (women's) financial independence and empowerment immediately. Still, the programme could benefit to include the private sector companies in their field-level sustainability efforts too. It cannot, however, be concluded if these newly adopted practices and new businesses are able to continue without the support and input of IDH or the partners.

Landscape governance has notably improved. With the signing of MoUs and continuous gatherings, stakeholders have been brought together and have started to recognise the importance of multi-stakeholder collaboration and to look beyond the direct borders of their companies/farms. With the new MoU signed for the period of 2023-2025, real efforts have been made to continue the programme beyond IDH's exit. To conclude on real impact here, however, is too soon.

The private sector has improved their business practices in that they are more aware and more active in improving the overall landscape beyond their own borders. Bound by an MoU, they can now, to some extent, be held accountable.

6.4.5 Sustainability

There is some level of confidence in the continuation of the programme, but doubts remain about the extent to which it can be maintained. Following the governance structure agreement, the actual commitment to continue prioritized field level interventions both individually and collaboratively among the platform partners was signed into a Production Protection and Inclusion compact (MoU) with 13 organisations. At community level, field-level projects have created awareness of the benefits of sustainable practices and alternative income generating activities, which may entice others to replicate the activities. It should be noted, however, that for many projects there has been some form of assistance regarding inputs to start an enterprise or start with adopting certain practice, which might not be there beyond this programme.

At landscape governance level, stakeholders have committed in MoUs to continue the current efforts beyond this programme. Moreover, the regional government has officially taken over the programme with the responsibility to take up its efforts. Attracting external funding has, however, shown to be difficult, even when IDH was co-financing half of the costs. Without external funding, many activities might not be continued. In addition, many stakeholders struggle with capacity challenges, which affects the sustainability of ISLA's achievements. Lastly, it was recognised that the willingness of the public sector to collaborate depends on the person currently holding a position. As public sector functions often rotate, new people might have different perspectives regarding the importance of the programme.

6.4.6 Strategic learning

While ISLA has contributed to an improvement in collaborations between stakeholders, coherence in the landscape, and various (small-scale) outcomes within the different objective areas, the landscape approach is not being replicated beyond its direct intervention areas. Moreover, scaling up activities in the broader sub-basin was not possible due to a lack of funding and limited potential for private sector engagement. A key reason for the lack of replication might be that the programme was not able to demonstrate, within its timeframe, that the ISLA landscape approach could be successful at scale within the Ethiopian context.

The programme did raise awareness of the importance of multi-stakeholder collaboration among its partners, which might lead to replication in the future. However, the ISLA approach requires a landscape with sufficient governmental capacity, funding opportunities, and a strong business case for companies to become involved, which might prove difficult to find in Ethiopia.

6.5 Conclusions

ISLA ended in Ethiopia in June 2023. During the time of this MTE, the IDH country team finalised handing over the project to the regional government. While the programme in Ethiopia was running since 2015, it was only towards the end of its lifespan that IDH's efforts began to bear fruit. Stakeholder recognition of the importance of the programme started growing as collaboration between stakeholders improved and distrust was reduced. However, ISLA struggled with a variety of external influences, including political instability, social unrest, draughts, macro-economic instability and market fluctuation. This affected implementation and slowed down progress. The programme has integrated some of the recommendations of the last phase by putting an effort into aligning the projects with social and cultural values.

Overall, ISLA contributed to various achievements, especially within the area of field-level sustainability, albeit at limited scale. Key achievements include the certification of 400 smallholder farmers against the Global G.A.P. standard and successful linking to remunerative markets and the rehabilitation of 250 ha with (fruit) trees.

IDH agreed with a substantial number of stakeholders to continue efforts and handed over the programme to the government. However, the sustainability of the programme is highly uncertain due to a lack of capacity within stakeholders, political instability, and a lack of funding capacity.

7 Findings West Kalimantan (Indonesia)

7.1 Introduction

This chapter presents the evaluative results on IDH's ISLA programme in West Kalimantan (Indonesia) for the period of 2021-2022. All findings are based on a desk review of data provided by IDH, eleven semi-structured interviews with a variety of stakeholders, including IDH Indonesia, project partners, project implementers, PPI compact secretariats, and private sectors. Draft findings were presented to IDH staff in a learning workshop to validate the team's findings.

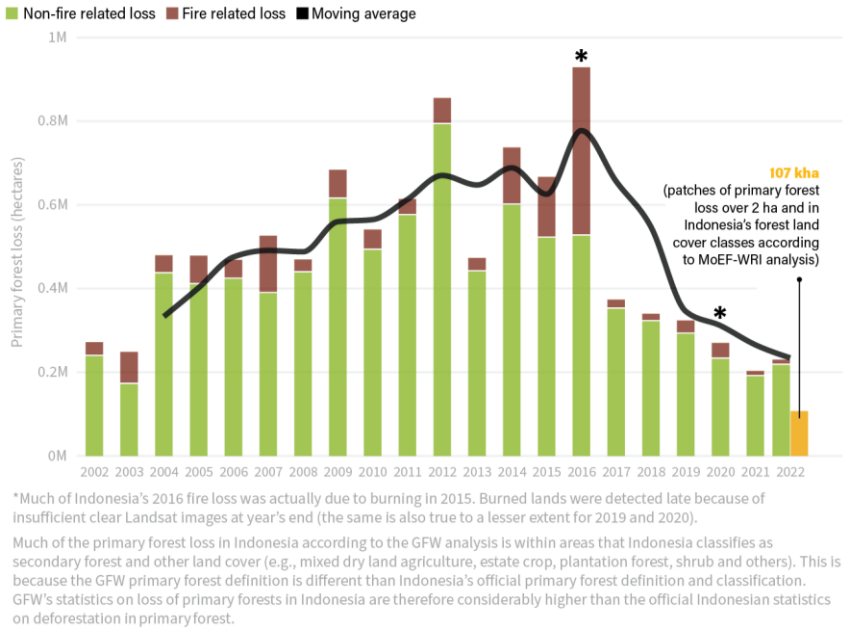
Key findings of the MTE

1. The landscape approach in West Kalimantan is considered to be very relevant vis-à-vis the context it is operating in and the issues it aims to address. The inclusion of public as well as private actors is considered essential to address the complex problem of deforestation in the area.
2. The MTE observes incoherence between the different field-level projects in West-Kalimantan caused by a lack of coordination by the compact secretariats. It seems that currently the PPI compact secretariats are not powerful enough to drive the private sector active in the landscape to change their business practices.
3. One of the pressing issues within the landscapes is conflicting regulation between different levels of government. The lack of policy coherence is not sufficiently addressed within the programme.
4. The ISLA programme in West Kalimantan has achieved good outputs and outcomes. However, in terms of progressing on the ToC it has not advanced far beyond the achievements of ISLA phase 1.
5. Field-level projects focus on a number of issues, including the development of alternative livelihoods for forest communities, land certification for smallholder farmers, ISPO/RSPO certification of palm oil, and decreasing forest and peatland fires.
6. While good results are being reported on field-level, it is currently unlikely that the project becomes more than the sum of its parts, and are able to reach a larger scale. Upscaling is inhibited by the lack of committed buyers from the landscape and the limited amount of finance that has been attracted so far.
7. The programme thus faces a number of challenges that need to be resolved in order for scaling of changed businesses practices and field level projects to occur.

7.2 Context of West Kalimantan

According to Global Forest Watch, Indonesia had 93.8Mha of primary forest in 2001, extending over 50% of its land area. In 2022, it lost 230.000 ha of primary forest, equivalent to 177Mt of CO_2 emissions (GFW, 2023a). Figure 20 shows the primary forest loss in Indonesia over the period 2002-2022.

Figure 20. Indonesia primary forest loss 2002-2022 (Source: Global Forest Watch, 2023a)



According to Austin et al. (2019) drivers of deforestation in Indonesia include conversion of forests to large-scale oil palm and timber plantations, conversion of forests to grasslands, small-scale agriculture and small-scale plantations, logging roads, and mining activities.

The Indonesian forest governance system is known for being complex and contradictory, with overlapping and conflicting laws and regulations (Fatem et al., 2018; Enrici & Hubacek, 2019). This creates a challenging context for forest-conservation projects (KIT, 2021). This environment is shaped by an ongoing decentralization process starting from 1999 onwards in which government functions were devolved to the district-level (Seymour et al., 2020). Next to government regulation, private governance initiatives are also important in relation to forest governance in Indonesia. The Roundtable for Responsible Palm Oil (RSPO), for example, plays an important role in regulating the palm oil sector through its voluntary standard, especially for palm oil for export to the European Union. In response to the RSPO standard, the Indonesian Ministry of Agriculture launched the Indonesian Sustainable Palm Oil (ISPO) standard in 2010 to support its international commitments to greenhouse gas reduction and enhance the competitiveness of Indonesian palm oil in the world market (Schouten & Hospes, 2018).

ISLA in Indonesia is active in West-Kalimantan, home to some of the world's most biodiverse forests. From 2001 to 2022, this province lost 300.000 ha of primary forest (GFW, 2023b). Around one third of this loss was found to be within Indonesia's official forest land cover classes and with a patch size larger than 2 ha (ibid.). Forest and peatlands are primarily converted to oil palm, rubber, and pulp and paper plantations. In this area, there is also persistent land-use change due to conflicting authorities over forested areas. Indonesia recognises two types of land: forest areas and so-called "other use areas", known as APL. Forests can be present or absent in both designations. Forest areas are managed by the Ministry of Environment and Forestry and its branches at the province level. Since 2014, district governments have no authority to manage forest areas even though they cover a considerable portion of their territory. District governments, however, are fully responsible for agricultural licencing.

APLs, on the other hand, are under regulatory control of the Ministry of Agrarian Affairs and Spatial Planning (ATR) / the National Land Agency (BPN) and its area includes plantations and residences. However, the provincial government can legitimise essential ecosystem zones (KEE), which are forested areas that need to be

conserved in APL zones. However, this is conflicting regulation as the APL zones are designated to be fully utilized. If the APL zone is not used, the land falls under the category of deserted land, which the district government can reclaim and reissue a permit for a company to use the area, even it is a designated KEE zone. Companies that allocate part of their land for conservation thus run the risk of getting their permits revoked and given to others.

Moreover, local regulations can be cancelled by the Ministry of Home Affairs either partly or completely. For example, Regional Regulation of Ketapang District in Wes-Kalimantan on Regional Conservation Areas has been cancelled by this Ministry. This has weakened the conservation commitments among district governments in West Kalimantan.

7.3 ISLA: input and outputs

IDH convenes landscape programmes in four Indonesian provinces: Aceh, North Sumatra, West Kalimantan, and Papua. The ISLA programme is only active in West Kalimantan. In this province, IDH convenes major palm oil companies, governments and NGOs to test various production, protection and inclusion (PPI) interventions, mainly to delink palm oil production from deforestation. During ISLA phase 1 (2015-2020), activities were implemented in Kayong Utara, Ketapang, and Kubu Raya regencies, and two PPI compacts had been established in Ketapang and Kubu Raya (in 2019 and 2020 respectively). During this first phase the landscape programme in West Kalimantan was funded by multiple donors in addition to ISLA, namely the UNDP Governors' Climate and Forests Taskforce and NICFI. UNDP supported IDH to build the capacity of the provincial government to work on the REDD+ schemes and some REDD+ carbon finance pilots in Kubu Raya district. Programme implementation for the current ISLA phase (2021-2025) has also received a grant from NICFI (160,000 EUR) for 2022-2025 allocated for the pre- and post-investment technical assistance to leverage investments.

In the proposal for ISLA phase 2, IDH puts the focus for ISLA Indonesia on scaling up in West Kalimantan: "*In this landscape the focus will be on scaling new sustainable landscape management practices by securing commercial and scalable investment from investors, linking the landscape to markets, further rolling out government policies and documenting learnings to guide the development of other landscapes*" (IDH, 2020). IDH supports the following activities under the three main result areas:

Landscape governance In 2021, IDH continued to support the PPI Compacts in Ketapang and Kubu Raya to build governance capacity and establish baselines against which progress towards targets can be measured. A land cover monitoring toolkit and platform have been designed to see the real-time dynamic of land cover in Kubu Raya to measure whether it is on track to achieve its impact. At the provincial level, IDH assisted the local government in drafting key provincial regulations in supporting REDD+ implementation, including Governor Regulation (PERGUB) on carbon emission targets and sub-national sharing benefit mechanisms. In 2022, IDH conducted a mini workshop at the district level to identify gaps in the two PPI Compacts.

Not funded by ISLA, but funded by UNDP, IDH has been continuing the Window B Programme during 2021-2022, which aims to support the jurisdiction initiatives, and improve forest, peatland, and mangrove protection and sustainable palm oil plantation practices for carbon emissions reduction. The Window B project supported the government to speed up the cultivation registration certificate (STDB) issuance for at least 500 smallholders in Kubu Raya, strengthened social forestry small-scale enterprises, assessed sustainable practices of a palm oil concession in Kubu Raya, and assessed how the mangrove charcoal business drives deforestation. This programme has ended in June 2023.

Business practises In 2021, The PPI Compact Kubu Raya Secretariat has attracted two potential investments to the district. First, PT Mega Innovation Organic (PT.MIO) to invest in organic-based coconut sugar to the German market. Second, Government to Government Cooperation between Kubu Raya, the Japanese Embassy, and Sumitomo Forestry for further leveraging sustainable forestry investments in Kubu Raya. IDH also provided

technical assistance to a palm oil mill in preparation for an &Green Fund investment. Important environmental targets of the potential investment include forest conservation on concessions, and sourcing from traceable and sustainably producing smallholders. The investment has been approved by the &Green Investment Committee in 2022. In 2022, no updates on changing business practices were reported.

Field-level changes IDH implements a variety of field-level projects:

- A project with PT PAS aims at protecting and connecting forest and peatland on palm oil concessions with active participation of local communities and oil palm smallholders. It faced several delays in 2021 because of COVID-related restrictions on travel and gathering of groups of farmers. The following activities were implemented: preparation of the institutionalisation of two groups of independent oil palm smallholders to form a cooperative and obtain RSPO certification; training of 65 oil palm producers on Good Agricultural Practices; preparing 10,638 seedlings for reforestation (95 ha reforested).
- A project with the NGO Kemitraan and two forestry plantations of the company Asia Pulp and Paper aims at strengthening cross-concession landscape management and developing non-timber economic activities for the benefit of communities located in and around the concession area. The project started in 2021, when four villages were engaged into a community-based forest fire management scheme and received cash and in-kind benefits for fire prevention activities and results; 2 ha of protected areas were rehabilitated and enriched by replanting local tree species; water management infrastructure (dams) were installed to improve water levels to keep the peatland hydrated and prevent fires; one village was provided an ice-making machine as part of fish supply chain development (non-timber livelihoods). Furthermore, the implementing partners conducted data collection and verification and analysis for the demarcation and management of HCV/HCS areas on both concessions. In September 2022, they rehabilitated 4 ha of the degraded area with local seeds and conducted patrols with local people. Secondly, a water management system in the peat area was constructed to control forest fires. Lastly, they introduced alternative livelihoods such as poultry, pig, and aquaculture business to 417 local people consisting of 247 men and 170 women.
- Another project is a collaboration with PT Agro Lestari Mandiri (PT AMNL), a subsidiary of Golden Agri Resources Ltd (GAR) in Ketapang. The project is titled Social Forestry Approach towards Batu Menangis Landscape Conservation Management and was supposed to run from January 2021 to the end of 2023. A report in June 2022, however, shows that no activities had been performed as part of the project. In 2022 the aims of the project were adjusted. The new aim is to develop a supply chain jurisdiction model for sustainable palm oil production in Ketapang that complies with the company's sustainable commitment and improves quality and quantity of smallholders' produce. The project also wants to explore alternative models for farmers within forest areas that could improve their livelihoods, for example agroforestry schemes.
- In 2021, IDH provided technical assistance to PT Hilton Duta Lestari (HDL) for the implementation of an environmental and social impact assessment in preparation of a palm oil mill construction. In May 2022, IDH announced that &Green invested US$ 12 million as an 8-year loan facility in HDL to construct a Crude Palm Oil mill and to create an inclusive palm oil supply base in West Kalimantan that ensures No Deforestation, No Peat, and No Exploitation (NDPE). &Green, a blended finance vehicle established to de-link deforestation from tropical agricultural commodity production, will work with HDL to reduce deforestation across four districts and improve incomes for up to 85,000 inhabitants, mainly indigenous (Dayak) communities. By empowering smallholders throughout a 30km radius around its estates, HDL will be able to source only from no-deforestation oil palm fruit (FFB) suppliers, which is expected to support forest protection in a landscape that is experiencing accelerating rates of forest clearing.
- A project with FORTASBI, Cargill, and JDE is aimed at supporting sustainable sourcing from independent smallholders in Ketapang. The project started in 2020, but has been on hold in 2021 due to the fact that JDE joined the project as additional co-funder. The project, facilitated by FORTASBI, managed to create two smallholder groups that were legally registered in 2022. Along with 14 cooperatives, the smallholders have received training on GAP, HCV, HCS, ICS, Financial Literacy, and Internal audit. A total of 1,191 smallholders have received GAP, ISPO, and RSPO P&C training (which will continue in 2023). Besides building capacity for the farmers, in 2022, 2,066.95 ha of forests have been mapped as potential areas for a protection area.

Furthermore, 6,063 ha of independent smallholders' oil palm plantation have been identified for training on RSPO/ISPO certification.

An overview of IDH's outputs across the three result areas for the period 2021-2022 can be found in Table 17.

Table 17. Outputs achieved in Indonesia according to IDH's Result Measurement Framework

Result level & area	Indicator	Baseline	Target 2022	Multi-year 2025 target	MYP adjusted forecast	Result 2021	Result 2022 (cum.)
OUTPUT - Improved Sector Governance	Number of multi-stakeholder coalitions, committees, or secretariats convened at a jurisdiction level to sign and support a common vision, goals, and strategy on sustainable development or sourcing	2	3	4	2	2	2
OUTPUT - Improved Business Practices	Number of Value Chain Actors with MoUs or funding agreement to invest, trade, and/ or provide services	14	3	13	12	33	34
	Non-Dutch companies	14	3		12	0	
	Number of Value Chain Actors reached with technical assistance (non-financial assistance)	2	2	8	2	1	15
	Cooperative		1			0	
	SME	1	0		1	0	
	Plantations	1	1		1	1	
	Number of diagnostic analysis finalised	0	1	3	1	1	3
	SDM analyses		1				
	Other		0				3
	Percentage of projects in IDH portfolio that are gender intentional; percentage of projects in IDH portfolio that are gender transformative	0	0		1	38%	100%
	Gender intentional		0				4
OUTPUT : Change in field-level sustainability	Number of farmers who gained improved access to financial services	**3,000**	**0**	**6,750**	**4,000**	2,483	2,483
	female		**0**	**1,688**		529	
	male		**0**			1,954	
	Number of farmers gained access to inputs and technology, including ICT	**3,000**	**0**	**6,750**	**4.500**	0	0

female		**0**	**1,688**		0	
male		**n/d**	**n/d**			
Number of farmers and workers trained	**12,446**	**15,634**	**6,500**	**20,696**	28,666	30,644
farmers, of whom:		**15,634**			28,666	
female		**6253,6**	**1,625**			
male		**9380,4**			28,666	
Number of agronomists, extension workers and experts trained		**0**	**850**		1,887	1,892
male		**0**			1,887	

7.4 Findings

7.4.1 Relevance

The IDH landscape approach in West Kalimantan is considered to be very relevant, which was already confirmed during the evaluation of NICFI and that of ISLA, phase 1 (KIT, 2021; Unique, 2021). In the NICFI evaluation, KIT found that the drivers of deforestation in Indonesia indeed required an integrated approach that goes beyond a single commodity or actor. They found the landscape programme well-suited for the Indonesian forest governance context which is complex and has faced challenges in operationalizing national policies at the local level (KIT, 2021). "*The PPI compacts strengthen the role of the government in forest management and provide a platform for multi-stakeholder partnerships. The engagement of the private sector though the piloting of business models, and the efforts to support access to finance from the &Green Fund and other sources are also highly relevant to achieve changes in companies*" (KIT, 2021).

Deforestation in West-Kalimantan is largely driven by oil palm, rubber, and pulp and paper plantations. **It is therefore essential to include the private sector** addressing this issue. An example is the collaboration ISLA established with the private sector to address the issue of forest and peatland fires, which occur regularly in West-Kalimantan. ISLA engaged a variety of stakeholders, including the governments of Kubu Raya and Ketapang as well as companies, to mitigate fires. PT ATP-DTK was among the first in the region to establish a joint patrol with the community, which has resulted in increased community awareness of the dangers of fire use. Moreover, interviewed stakeholders indicate that ISLA is able to also work with companies who have limited networks and resources and for whom sustainability is not a priority. Assisting these companies to move towards sustainable business models is considered very relevant.

Considering the complex and often conflicting forest governance context in Indonesia, **including the public sector is also very relevant and vital for the approach to succeed.** Our interviews confirm this. Moreover, many interviewees recognise the benefits of a landscape approach over a project- or commodity-based approach. The landscape approach has the potential to make interactions of the private sector and the government easier, which was previously quite challenging. The approach potentially allows for projects that include multiple concessions to overcome landscape-level issues such as forest fires and habitat loss.

7.4.2 Coherence

ISLA is aligned with a number of projects by other donors and government policies and programmes. There is internal coherence at IDH Indonesia between activities funded by different programmes, for example NICFI and the UNDP governor's climate and forest taskforce. These programmes and projects are part of the larger landscape approach that IDH is implementing in West-Kalimantan. Some ISLA field-level project sites

overlap with project sites of actors (e.g. INOBU). Some interviewed stakeholders perceive this as confusing, while others assess this in terms of complementarity.

There is coherency of ISLA with a number of government policies. Both Kubu Raya and Ketapang government representatives confired that there is increasing consideration for environmental aspects alongside agricultural production and other district developments. This is, for example, visible in the planning documents for upcoming projects, such as the installation of a power plant (PLTU), and a smelter construction. The government sought to make certain that the designs do not jeopardize the preservation of peatlands, mangroves, water catchment areas, and forest zones (also known as 'no-go area') that exist within the plotted areas. Through the work of ISLA, the government began to recognise the value of these 'no-go areas', particularly for carbon trade. Moreover, there are various planning documents and programmes of the Ketapang Regency that integrated the PPI concept, including the vision and mission of the regent, which are manifested in the Regional Mid-Term Planning Document.

A more recent development is the new EU deforestation regulation, which was announced in June 2023. This regulation aims to guarantee that the products EU citizens consume do not contribute to deforestation or forest degradation worldwide. **The landscape approach potentially has a great fit with this new regulation.** One interviewee indicated: "*ISLA is very helpful since the goal is to accelerate the certified sourcing. I now realise, our business operations have aligned with the EU deforestation regulation requirements. We have prepared all the prerequisites, like shape file maps, etc. (…) this exceeds our expectation*."

In 2021, IDH reported many activities in Kubu Raya to increase alignment of the PPI targets with existing policies, projects, and approaches. For example, activities were carried out to align the PPI target with provincial and district planning on mangrove management and the CIFOR initiative on sustainable mangrove area management. Another example is an analysis that was carried out on the national/regulatory framework Indonesia Sustainable Palm Oil (ISPO) and the principles and criteria of the Roundtable for Sustainable Palm Oil (RSPO) standard specifically related to smallholders. The analysis aimed to assess whether those frameworks would fit smallholder sourcing initiatives within the SourceUp platform. The follow-up from this analysis, however, is not clear.

A number of interviewees, however, flag incoherence between the different field-level projects as caused by a lack of coordination. There have been no coordination meetings particularly after 2021, leaving private sector actors in the dark about what other actors are doing in the landscape. Formerly, they appreciated the coordinating efforts made by IDH and other stakeholders as it provided a platform for exchanging expertise to overcome shared problems and update the government about the private sector contribution to the landscape. Currently, field-level projects seem to act as a standalone affair, rather than complementing one another in a shared landscape. IDH Indonesia itself recognises this, and emphasizes the need to strengthen the PPI secretariats.

Another critical point mentioned during the interviews which indicates misalignment is that IDH is too focused on the private sector while the pressing issue is on the conflicting regulation between APL and forest zones and therefore IDH should focus more attention towards this issue. Companies are hesitant in conserving their land because they risk getting their permit revoked. Idle land, set aside for forest conservation, inside APL zones can be reclaimed by the district government to give it to the next company that is willing to utilize the land. Some companies managed to conserve parts of their land but encroachment cases remain, leading to illegal logging and forest/peatland fires. When these happen, there are no sanctions by the district government as there is no legal basis to do so. Also, the district government is hesitant to get involved in the community programme for people residing inside the forest zone as it is considered the responsibility of the provincial government. On the other hand, the DLHK in the province does not have programmes that address social aspects such as farmers' agriculture.

7.4.3 Effectiveness

7.4.3.1 General effectiveness

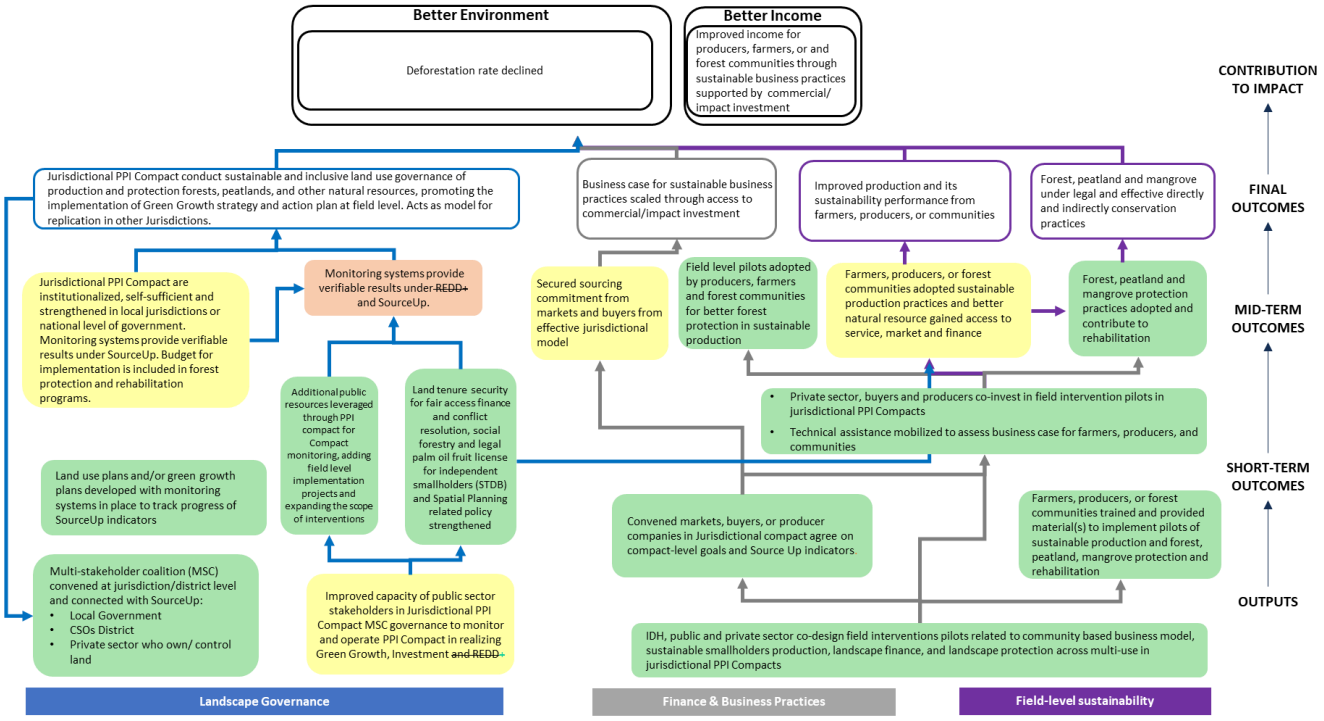
This section focuses primarily on the achievement of outputs, and short-term and mid-term outcomes as described in the ToC of ISLA West Kalimantan. Figure 21 provides an overview of the outputs and early to mid-term outcomes and whether they have been achieved (green), partly achieved (yellow) or not achieved (orange).

During the first phase of ISLA, the programme successfully convened a multi-stakeholder platform in both Kubu Raya and Ketapang districts to develop a district level PPI compact secretariat, a green growth plan, and the institutionalization of the PPI compact agreements. However, while both compacts are featured on the SourceUp platform, there are no committed buyers yet.

From 2021-2022, IDH co-designed pilot projects with the public and the private sector that help ISLA achieving its short-term outcomes of agreed compact-level goals by markets, buyers, or producer companies in the jurisdictional compact; completed training sessions and produced materials for sustainable production and natural resource management for farmers, producers, and forest communities; generated co-investment by private sector, buyers, and producers in pilot projects of the PPI compact; as well as provided technical assistance to assess business cases for farmers, producers, and communities. These achievements became the catalyst for ISLA in achieving the mid-term outcome of adoption of field-level pilot projects by producers, farmers and forest communities for better forest protection in sustainable production. This, however, only partly resulted in the adoption of the sustainable production practices and better natural resource and improved access to service, market and finance. Furthermore, ISLA's achievement in agreed compact-level goals by markets, buyers, or producer companies has not been able to fully to secure commitments from markets and buyers.

ISLA still has a lot of work to do to strengthen the convened MSCs in terms of public sector stakeholder capacity to support monitoring and operation of the PPI compact in realising GGP, investment, and REDD+ at the output level (yellow). It also remains a challenge for ISLA to generate additional public resources through the PPI compact to support PPI compact operation and pathways for scaling-up (yellow). In terms of target on land tenure security for fair access of finance and conflict resolution, social forestry and spatial planning policy, ISLA managed to strengthen it at the short-term outcome level (green). One component that did not yet materialise is the monitoring system that can provide verifiable results under REDD+ and SourceUp' (orange), making it difficult for ISLA to move toward its set outcome of sustainable and inclusive land use governance of production, protection, as well as implementation of the GGP at the field level and influence other jurisdictions to apply similar approach.

Figure 21. Progress of ISLA against ISLA West Kalimantan's ToC (KIT, 2023)



7.4.3.2 *Landscape governance*

Regent decrees formed and formalised the MSCs in Kubu Raya and Ketapang. The secretariats are tasked to function as hubs for all programmes/ projects in the district, ensuring that each project contributes to the execution of the green growth plan (GGP). The government of Ketapang has assigned the PPI compact secretariat to facilitate all incoming programmes and collaborations to incorporate the concept of production, protection, and inclusion as introduced by IDH. Following this mandate, the PPI compact has been overseeing the upcoming projects on a food estate programme, the construction of a power plant and smelter.

The PPI compact secretariats are responsible for determining funding policies, investment, cooperation with partners, donors and other institutions, overseeing strategy and action plans on green growth acceleration—SRAK PPPH in Kubu Raya and CPF in Ketapang—and establishing collaborations to support GGP implementation in Kubu Raya and Ketapang districts. For future collaboration with various development partners of the district government, the secretariat of Kubu Raya has developed a cooperation and funding mechanism. Donors and various partners do not directly carry out activities in the villages but coordinate first with the district government to align them with the regional development plans and SRAK PPPH. In the case of Kubu Raya, the government was able to produce two investment profiles in order to attract funds i.e., social forestry portfolio, coconut sugar portfolio. Nonetheless, these attempts have made only little progress in attracting new investments.

A series of training sessions and a comparative study were held to strengthen the capacity of the PPPH taskforce and its secretariat in Kubu Raya. This training is an important step towards improving the secretariat's capacity to ensure efficiency and effectiveness. **However, few actors in the secretariat invest in strengthening human resources capacity building as part of their planning. Despite IDH support, they have been unable to attract significant investment in the landscape independently.** According to one of the NGOs, the secretariat lacks capacity in terms of developing investment portfolios, and financing their operations, so IDH support is still required to accelerate their progress towards set targets of the green growth and the action plan. Furthermore, it has been noted that the secretariat is still unable to influence private sectors to transform their business practises. Therefore, they will need to strengthen their capacity to create an effective business model that can demonstrate a potential benefit for companies, the PPPH taskforce as well as the community. *"A major*

challenge is how the PPPH taskforce can bridge the gap between investors and companies. People from outside the PPI compact membership, such as such as foreign investors, domestic investors, provincial and national governments must still be involved."

At the lower level of governance, Kemitraan facilitated the establishment of a sub-district multi-stakeholder forum in Ketapang regency. Kemitraan as a partner of PT ATP-DTK was challenged by trust issues during the first phase of ISLA. It is fairly common for communities to have a negative perception of companies as they are considered to have hidden motives to take advantage of the community. They were accused of acting as corporate agents. Kemitraan overcame this challenge by engaging a variety of stakeholders at the sub-district and village levels. They included not only government stakeholders but also local (traditional) leaders, resulting in increased trust, better engagement, and collaborative work among stakeholders in the sub-district.

One of the main challenges in the landscape is the regulation of forest zones and APL zones. The jurisdiction approach reaches its limit when it comes to forest governance which falls under the provincial and central government authority. According to the private sector interviewed for this MTE, it causes a number of issues on the ground, including tenurial problems and land disputes. In certain cases, the district government has ignored reports of encroachment within concessions, which can lead to deforestation, forest fires, illegal logging, wildlife habitat loss, and overall environmental degradation.

ISLA was one of the first programmes in West Kalimantan that introduced alternatives that the government and other stakeholders may pursue in order to avoid policy impasses on forests/natural resource management. In Kubu Raya, almost half of its territory is designated as a forest zone. The government appreciates the ISLA programme as they could focus on empowering the community even though they live in the forest zones. People can access social forestry schemes through collaboration with various partners such as the provincial government, private sector, and NGOs. Private companies are pleased with the district government's support in assisting smallholder farmers to obtain cultivation registration certificate (STDB). The government facilitates community socialization and processes the required documentation for issuing STDB and SHM in particular. However, despite possessing a Freehold Title (SHM), many people are nonetheless discovered to be cultivating land inside the designated forest zones.

The PPI compact secretariats include a diverse range of stakeholders. IDH acquired the trust of the different stakeholders in the PPI compact secretariats and maintained a good coordination agenda, resulting in the establishment of the PPI compact in both districts. It has also built positive partnerships with the private sector since ISLA phases 1 and 2. However, several interviewees, notably those from the private sector, reported a decline in coordination meetings compared to the period before 2021. Interviewees from the private sector and NGOs believe that operations have slowed down since 2021, presumably due to reduced IDH support as well as high staff turnover at the IDH office.

The different stakeholders involved in ISLA each perceive an insufficient role played by other stakeholders. According to government representatives, in both compacts there is still a limited involvement of NGOs in the programme which is expected to be an essential partner in delivering the programme at the community level. On the other hand, companies complain that the government provides only minimal assistance, particularly when it comes to conserving forests within their concessions. "*So far, the emphasis has mainly been on the companies as land managers. (…) We may seek support from the government, but the response can be little to no reaction*." For example, when a company reports on illegal logging within a conservation area within their concession to the government, there is often no response.

This predicament may occur as a result of stakeholders' lack of ownership in the PPI compact. According to an interviewee from the private sector, the secretariat is inadequate given the absence of coordination meetings after 2021. Government representatives also confirm the inefficiency of the secretariat given the nature that it works on tasks outside of their primary function in the government. In order for government officials to completely operate the secretariat, there must be mechanisms in place that would allow them to devote their time to the secretariat. Similarly, the interviewees from the private sector view their participation in ISLA as

mere "additional work" that is not part of their core responsibilities. One of the interviewed companies was even unaware of the existence of PPI compact, stating "*I have heard the term PPI Compact, but I am not familiar with it.*"

Given these circumstances, **ISLA implementation is still heavily reliant on IDH.** In addition, the existence of the PPI compact may be challenged by the dynamics of the local politics since a change of government may force the PPI compact to be reconsidered. Currently, IDH has to restore the connection with district planning agency (Bappeda) because the former focal point from Bappeda who was convened has retired and has become the secretary of the PPI compact secretariat of Ketapang.

Based on the above, an assessment was made of ISLA West Kalimantan against the ISEAL criteria for effectiveness in landscape governance (Table 18).

Table 18. Governance assessment for West Kalimantan

Category	Desired outcome	Assessment
Engaged Stakeholders	Key stakeholders in the jurisdiction, including local government and producing enterprises, are actively engaged in the initiative and committed to any action plans and their stated outcomes	
Governance	Clear and transparent operating procedures define the legal standing of the initiative and the governance roles, responsibilities and decision-making for different stakeholders in that initiative	
Progress Framework	Sustainability impact goals or outcomes, timebound targets and milestones are defined for the jurisdiction and an action plan lays out steps to be taken to meet the milestones and outcomes	
Financing	The jurisdictional initiative has defined a budget and secured or identified resources sufficient for the ongoing operation of the initiative, including monitoring of progress	
Monitoring System	A framework is in place to monitor performance improvements in the landscape, in conjunction with the capacity to manage and analyse the data and accurately communicate the results	

7.4.3.3 Changes in business practices

According to the interviewed government representatives and private sector actors, the PPI compact secretariat is not powerful enough to drive the private sector active in the landscape to change their business practices. Nevertheless, some private sector actors are committed to sustainability and implemented their own strategies such as Bumitama (BGA) with their restoration and biodiversity programme (BBCP). Cargill's involvement in ISLA accelerates its traceability commitment even to the extent of compliance with the latest EU no-deforestation regulation, which benefits their business while many others in the landscape are still catching up. Another company, GAR, is committed to the No Deforestation, No Peat and No Exploitation (NDPE) policy in their supply chain, particularly with smallholder farmers. Hence, they ensure that the communities from which they recruit are not cultivating from within the forests and practice sustainable agriculture. The planned project with GAR aims to assist independent smallholder farmers in surrounding mills with Good Agricultural Practices / Best Management Practices so that they can obtain quality fresh fruit bunches (FFB) of palm oil in greater quantity. GAR's planned activities include developing baseline data of smallholder farmers and deforestation risk, ensuring farmers' compliance with sustainability commitments and developing alternative business models for farmers who cultivate lands within the 'no-go area', as well as HCV/ HCS management and forest restoration, all of which contribute to the PPI compact targets.

IDH has completed technical assistance that resulted in US$ 12 million soft loans from &Green. The assistance comprises environmental and social impact assessments in preparation for the development of an HDL palm oil mill construction.

7.4.3.4 Field-level sustainability

There are five field-level projects currently ongoing as part of ISLA Indonesia (Table 19).

Table 19. Ongoing field-level projects under ISLA in West Kalimantan (KIT, 2023 based on IDH data)

Partners and location	Aim	Key activities	Timeframe
Kemitraan as implementing partner of PT ATP and PT DTK (Kubu Raya, Ketapang)	Integrated Sustainable Landscape Management Approach 2021-2023	• 80 smallholder farmers trained on sustainability principles and criteria (P&C) • Restored 2.21 ha of degraded land • 2,705 ha of direct and peatland protection • Rehabilitated 4 ha of degraded land with local plants in September 2022 • Conducted forest fire patrol with local people (continuation from 2021 activity) • Construction of water management system in peat area to control forest fire • Introduced alternative livelihood such as poultry, pigs, and aquaculture business to 417 people (247 men and 170 women)	2021 2022
Cargill (Ketapang)	Developing First Physical Sustainable Palm Oil Sourcing from Third Party Crops	• 41 smallholder farmers trained on GAP and the certification of ISPO & RSPO • Assess and prepare 10 cooperatives for certification • Facilitated by FORTASBI, managed to create two smallholder groups which was legally registered in 2022 • Conducted training session on GAP, HCV/ HCS, ICS, financial literacy, and internal audit • Total of 1,191 smallholder who have received GAP, ISPO, RSPO P&C training • 2,066.95 ha of forests have been mapped as potential area for protection area	2021 2022
PT PAS Kubu Raya Kayong Utara (Ketapang)	Providing a set of training sessions for palm oil smallholder farmers and to develop smallholder groups to access better resources	• Engaged 440 smallholder farmers and trained 65 farmers • Restored a total of 2,000 ha of degraded land • Established patrol team (Team Smart Patrol) for forest protection and their concession (on their HCV/ HCS land)	2021 2022
PT HDL (Landak)	Technical assistance for commercial investment in Landak district in anticipation of the investment processes with &Green	• 203465 focused on HCV/ HCS assessment and other for the environmental measures • 214594 focused on the smallholder mapping and study for sourcing plan for the investment • Through the investment, the company will be directed to conserve 50% of their total concession	2021
PT BGA (Ketapang)	To conserve, rehabilitate and manage areas of forest and peat set-aside under plantation concession permit of PT DAS.	• 4,500 ha forest conserved • 500 ha peatland restored • 1100 ha smallholder land has been producing sustainably • 500 smallholder/ forest community reached by service delivery • Forest cover lost decreased by 0.5%	2019 2021

The projects focus on a number of field-level changes, including the development of alternative livelihoods for forest communities, land certification for smallholder farmers, ISPO/RSPO certification of palm oil, and decreasing forest and peatland fires.

Firstly, the projects with Kemitraan and with PT PAS, introduce non-timber forest products (NTFP) and the cultivation of liberica coffee, poultry, pig farming, and aquaculture to forest communities as alternative livelihoods to increase income of local communities and replace (illegal) logging. Kemitraan, for example, allocated 18 ha for a demo plot of rice cultivation with irrigation to demonstrate paddy farming that does not require slash and burn. Moreover, Kemitraan assisted village governments with their 'food resilience programme' by offering training sessions on good agriculture practices (GAP) to farmers. Kemitraan empowers communities in areas of business development and technical aspects of farming, particularly in livestock and vegetable cultivation. As a result, communities become more motivated and change their outlook on farming. They grow crops not only for commercial purposes but also for subsistence. For its alignment with the village government's programme, some of the villages have committed to allocating 10-30% of the village funds to sustain or even expand the project initiated by Kemitraan.

Second, given the landscape's continued concerns about issues around land tenure, a number of projects and implementing partners focus on land registration for smallholder farmers to obtain cultivation registration certificates (STDB) and Freehold Titles (SHM). Many farmers, according to the project partners, are unaware of the importance of legal registration for their land. One of the project implementers noted that people in West Kalimantan, notably Dayak indigenous, have little concern about obtaining licenses such as STDB and land certificates since they feel they occupy ancestral lands that do not require these document. However, people have gradually become aware of the significance as a result of their involvement with the Cargill, PAS, and Kemitraan projects.

Third, the projects with Cargill and PT PAS introduce certification to smallholder farmers. Many farmers are unaware of sustainability standards like ISPO and RSPO, or the fact that they should not grow oil palm trees on peatlands and forested areas. The mentioned projects contribute to educating communities on the importance of standardised sustainable production as directed by certification standards. PT PAS's activities related to smallholder farmer certification have been postponed because of COVID-19 restrictions. Furthermore, PT PAS's community initiative is being delayed since they need to establish an organisation to coordinate the project. Prior to implementation, PT PAS anticipated collaboration with an existing institution in the village, but discovered later that this organisation was no longer in operation.

Fourth, some of the field-level projects also contribute to raising awareness about the danger of the use of fire in forest and peatland areas. PT PAS, for example, established a community-company joint patrol that was non-existent prior to ISLA. This joint patrol is typically conducted from June to August. They monitor vulnerable areas such as dry fields and fallow lands. The company procured all the necessary equipment for the joint patrol. PT PAS is confident that the danger of fire use has been well internalized by the community and that this mind-set will persist. However, PT PAS also stated that there is no single factor leading to forest fire. Despite efforts to educate people, hotspots may still occur for different reasons.

The projects thus address a variety of field-level changes. However, no solidified gender strategy regarding project implementation in West Kalimantan could be identified. Only in one project, a dedicated strategy towards gender equality is visible: the project carried out by the NGO Kemitraan, which implements its own gender strategy in the project. Kemitraan recognises the importance of women's involvement in the project and provides opportunities for them to participate and make decisions. The community facilitators are responsible for ensuring that women are thoroughly informed, consulted, and given the opportunity to actively engage.

7.4.4 Impact

7.4.4.1 Programme impact

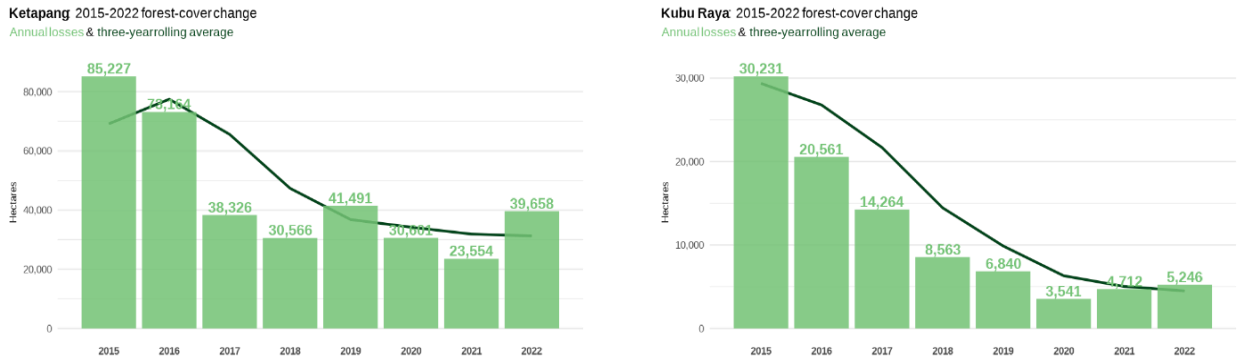
It is too early on in the programme to already determine the impact of ISLA phase 2 in West Kalimantan. However, considering the analysis of the progress along the ToC, the programme did not advance much beyond ISLA phase 1. Especially the impact pathway that starts with the improved capacity of public sector stakeholders seems to be rather problematic. Without addressing this issue, it is unlikely that the programme will realise the final outcome defined as "*jurisdictional PPI Compact conduct sustainable and inclusive land use governance of production and protection forests, peatlands, and other natural resources, promoting the implementation of Green Growth strategy and action plan at field level. Acts as model for replication in other Jurisdictions*". If this impact pathway does not or does only partly materialise, this will have an effect on the realisation of the desired impact, especially in terms of "better environment". For companies to be able to conserve high-conservation value areas within their concessions, it is essential to collaborate with and lobby the government to align regulations at national, provincial, and district level.

The other main issue that might inhibit the impact of the programme is the "*lack of cohesiveness between each project within the same landscape where each project is treated more as a standalone project*". The field-level projects are much appreciated, for example because they motivate farmers to adopt more sustainable agricultural practises and help promote the conservation of peatland areas for their ecological benefits. **While nice results are being reported on field-level, it is currently unlikely that the project becomes more than the sum of its parts and are able to reach a larger scale. Up-scaling is further inhibited by the lack of committed buyers from the landscape and the limited amount of finance that has so far been attracted.**

7.4.4.2 Forest cover change in PPI Compact areas

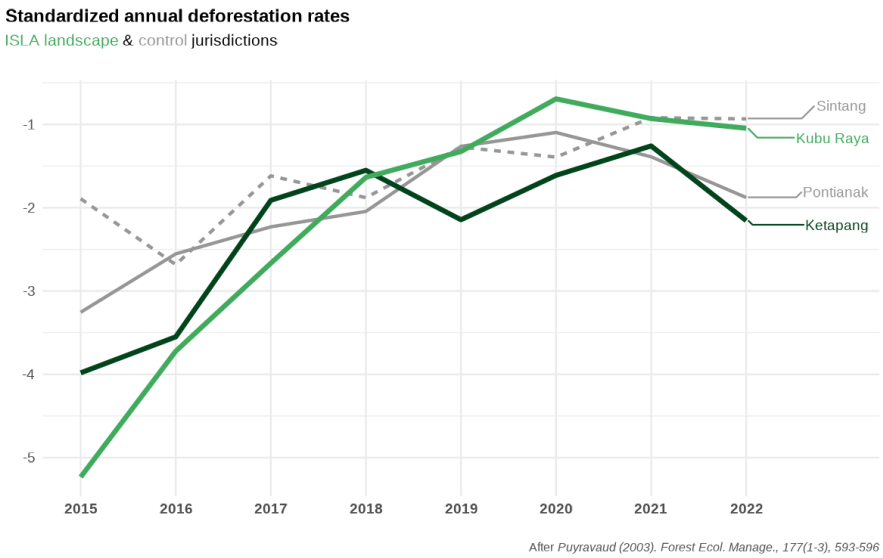
Based on the Hansen Global Forest Change dataset, the two PPI compacts were analysed for their tree cover change over the period 2015-2022. Figure 22 shows that the deforestation rate in both areas is decreasing.

Figure 22. Forest cover loss trends in Ketapang and Kubu Raya, West Kalimantan, Indonesia. Values on top of bars are in ha. Three year rolling average is presented as bold line



When comparing forest cover loss trends in both PPI Compact areas with control jurisdictions, the overall pattern of deforestation of both ISLA Compacts does not seem different from the control jurisdictions (Figure 23).

Figure 23. Standardized annual deforestation rate for Ketapang regency and the selected control jurisdictions. Deforestation rate for Kubu Raya regency was added as comparison (KIT, 2023)



7.4.5 Sustainability

While certain stakeholders are very keen on the continuation of the programme, because they reap the benefits of the field-level projects, the likelihood of the continuation of achievements after ISLA funding ends is currently quite low. IDH Indonesia itself writes in a self-assessment: "*It might be challenging to see a long-term impact beyond the project period in West Kalimantan. While output level achievements are present, some improvement measures have to be taken in future project design to ensure the synchronization between projects towards outcome level achievement and not only focusing on project outputs.*" IDH also indicates that some field level projects are facing challenges to ensure market access towards local communities, also hindering the sustainability of the project progress after project closure.

Interviewed stakeholders share this assessment and assert that currently the sustainability of the programme is hard to ensure as ownership among stakeholders is lacking. They connect this to the current lack of coordination in the programme, which is still needed at this stage to make sure stakeholders actively engage and can bring the programme forward without IDH support in the future. This is especially the case for the involvement of the government at different levels. Without good coordination with the government, stakeholder are afraid, they will not see the landscape approach as a priority and will go their own way.

7.4.6 Strategic learning

IDH has accumulated considerable experience in West Kalimantan over the years. Experiences and networks from before 2021 are taken along in ISLA phase 2. A good example is the project with PT ATP-DTK which is a continuation from the first phase. Moreover, lessons learned are extended to other IDH landscape projects in Indonesia. Based on ISLA experiences, IDH Indonesia is running a landscape programme in Aceh. However, there has been a large turn-over of IDH staff over the past years, which impedes the institutional memory of the organisation and thus opportunities for learning from previous experiences.

Interviewed stakeholders see ample opportunities to learn from ISLA experiences and use these for scaling up the field-level projects. "*Initially, only a portion of the farmers were interested in joining. However, now there are still farmers who were initially not interested but have become interested after seeing the results from the mentored farmers. Therefore, there is a need to expand the mapping of farmers to accommodate their increasing number of farmers.*" Private sector actors involved in ISLA consider replicating successful interventions piloted in field-level projects in other parts of their operations as well. However, stakeholders also state that the

meetings that took place before 2021 were very helpful for strategic learning as companies and other stakeholders could exchange information. This provided an opportunity to address common challenges together. The coordination meetings were vital for this, and stakeholders indicate that the absence of these meetings severely limits the opportunities for learning within the landscape programme.

7.5 Conclusions and recommendations

Overall, the ISLA programme in West Kalimantan has achieved good outputs and outcomes related to field level projects. However, in terms of progressing on the ToC it has not advanced far beyond the achievements of ISLA phase 1. The main strengths and weaknesses identified during this MTE can be found in Table 20.

Table 20. Strengths and weaknesses of the ISLA programme in West Kalimantan (KIT, 2023)

Strengths	Weaknesses
1. There is good progress on output level.	1. Low capacity of the PPI compact secretariats in connecting different stakeholders in the landscape a. MSCs are convened, but activities reduced since 2021 b. This can be partly attributed to staff turnover at IDH, lack of resources and capacity at the level of secretariats
2. Trust building within PPI compact.	2. There is a lack of cohesion between the different field-level projects within the landscape
3. Awareness raising of environmental issues in the landscapes.	3. There are challenges to secure market access towards local communities in some field level projects.
4. Addressing forest fires.	4. Weak role of government at different levels (regarding enforcement of laws and regulations, timeliness of response, etc.).
5. Introducing alternatives for conservation and environmental/ natural resource management in APL zones.	5. There appears to be a lack of ownership of the PPI compacts.
	6. There are no committed buyers from both landscapes.
	7. The gender strategy is currently underdeveloped.

The landscape approach in West-Kalimantan is considered to be very relevant vis-à-vis the context it is operating in and the issues it aims to address. However, there is still room for improvement to increase coherence, effectiveness, and the potential for impact and upscaling. Based on the analysis, the following recommendations can be put forward:

1. The PPI secretariats need to be strengthened in order to increase cohesion between field-level projects, facilitate interactions and knowledge exchange between landscape stakeholders, and promote sustainable business models towards the private sector.
2. ISLA should develop a more coherent strategy towards different levels – district and province - of government. This should include a policy influencing strategy to address the current discrepancies between APL and forest zones to make forest conservation by the private sector more feasible.
3. A more coherent scaling-up strategy should be developed to ensure that ISLA's efforts with regard to upscaling and expansion learn from accumulated experience, and respond to identified needs and gaps. To this end it is important to secure market access by attracting committed buyers to the landscape.
4. Gender should be more coherently addressed in ISLA Indonesia, taking into consideration IDH's gender strategy. A first step would be an in-depth study on the gender dynamics and needs currently at play in West-Kalimantan. This study can act as a stepping stone towards a more comprehensive gender strategy in ISLA Indonesia.

8 Findings South West Mau Forest (Kenya)

8.1 Introduction

This chapter evaluates the progress of IDH's ISLA programme in Kenya for the period of 2021-2022. All findings are based on a desk review of data provided by IDH, seven semi-structured interviews and a Sprockler survey with different kinds of stakeholders, including participants in the South West Mau forest compact, project partners and IDH country staff, and a geospatial analysis of forest cover change in the protected South West Mau forest. Draft findings were presented to IDH staff in a learning workshop to validate the findings.

Key findings of the MTE

1. The ISLA programme in Kenya is highly relevant. It meets the needs of the relevant stakeholders regarding environmental protection and sustainable rural development.
2. ISLA brought coherence between otherwise separate activities and efforts by the government, tea companies, and NGOs in the landscape.
3. In view of the overall ToC, the programme is less relevant for achieving the objective of changing the production or sourcing practices of producers, traders, and retailers as it cannot directly be linked to international commodity supply chains.
4. Despite the clear relevance and coherence of the programme in the landscape, there is scope for better coherence *between* the landscape activities and government policies and actions.
5. The programme is well underway in already achieving some of its key final outcomes scheduled for 2025.
6. There is evidence that ISLA is already making an impact by contributing to downward trends in illegal forest activities and a reduction in tree cover loss. The programme is also making a sizeable contribution to reforestation of degraded areas.
7. Even though there is a clear exit strategy, there is still a risk that the landscape governance falls apart without IDH coordination and external funding after 2025.

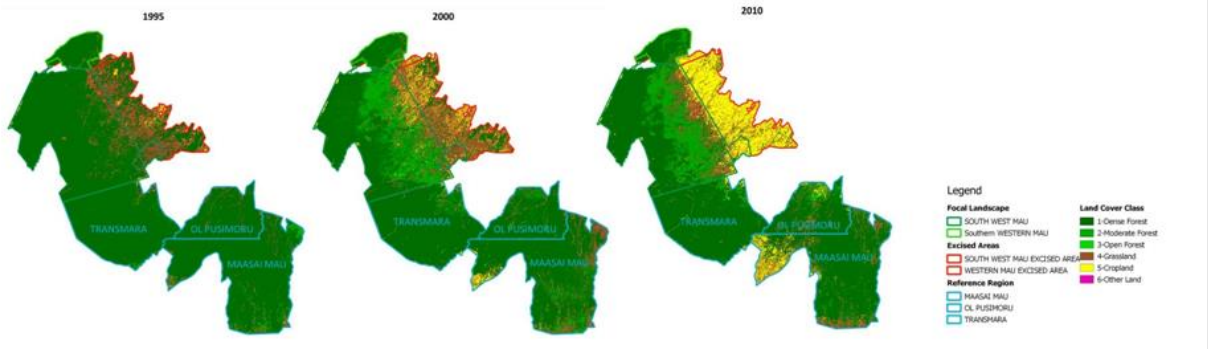
8.2 Context of South West Mau Forest

With an estimated 400.000 ha, the Mau Forest complex is the largest closed canopy forest in East Africa (KFWG, 2018). It is a montane forest that provides important ecosystem services to the surrounding communities including the provision of water and micro-climate regulation conducive for agriculture. As such, the forest is an important natural resource base to the local economy and to the East African region at large.

Despite its importance, the forest has been highly degraded as a result of anthropogenic pressure from surrounding forest communities. In the past four decades more than a quarter of the forest has disappeared as a result of human settlements, expansion of farmland, and logging (Jebiwott et al., 2021).

The ISLA programme is focusing on the South West Mau Forest block consisting of 60,000 ha, along the Sondu River Basin, one of the areas particularly under pressure. In the past the allocation of land by the government to small scale farmers has played an important role in the deforestation in this forest block. The last massive loss of forest was in 2001 when the government excised 22.797 ha of forest to make room for small holder farming (Albertazzi et al., 2018). Figure 24 shows how the excised area was still largely dense forest in 1995 and completely conversed to farmland by 2010. It also shows how protected areas were encroached, particularly in the south.

Figure 24. The South West Mau Forest between 1995 and 2014 (Niras, 2019)



Since then, the forest block remained under pressure as a result of population growth and the limited availability of sustainable livelihoods in these neighbouring communities, and the limited government capacity to control forest use. Key activities contributing to further forest degradation include charcoal burning, livestock (over)grazing, wood extraction, and conversion of forest land for agriculture or human settlements (Niras, 2019). Particularly the high number of livestock at the forest border on the east are seen as the biggest driver of further degradation and a barrier for natural regeneration.[33]

While government regulation to protect the remaining forest was largely in place, the legitimacy of this legislation has been under threat as a result of the government tolerating further migration into the forest when this was politically opportune and because of limited capacity by government institutes—the Kenya Forest Service (KFS) and the Kenya Wildlife Service—that have a mandate to enforce the legislation that is in place.

At the start of the ISLA programme in 2015, there was little understanding of the forest protection issues and little measures in place by these communities to preserve the forest.[34] Instead, the key challenge of these communities was (and still is) addressing the high incidence of poverty and the lack of economic opportunities. Besides weak landscape governance by the forest communities themselves there also was no strong civil society presence that could lobby for forest conservation nor was there a platform where different stakeholders dependent on the forest could discuss issues and coordinate efforts. The Sondu river basin has many different stakeholders with different interests, including farmers and agri-food companies dependent on the forest eco-services, such as tea estates to the north-west and south of the forest block and governmental agencies such as the Kenya Forest Service and Kenya wildlife service in charge of surveillance and enforcing forest regulations.

8.3 ISLA: input and outputs

8.3.1 Activities and progress in Phase 1 (2015- 2020)

In the first phase of the ISLA programme (2015-2020), IDH convened a multi-stakeholder coalition consisting of the main stakeholders in the landscape, which culminated in the formalisation and registration of the Stawisha Mau Charitable Trust in 2018. This trust is a public-private partnership of more than sixteen stakeholders from private sector, county governments, national government agencies, community groups and NGOs, including KFS, tea companies (Kenya Tea Development Agency Holdings (KTDA), James Finlay Kenya (JKF) and Ekaterra (previously Unilever)), as well as county governments of Kericho, Nakuru and Bomet. The purpose of the trust is to coordinate conservation and livelihood improvement activities within the South West Mau Forest

[33] Based on key stakeholder interviews and KFS (2019).

[34] See report "South West Mau intervention: towards integrated landscape approach"

landscape. In phase 1, the trust did not come to a compact agreement defining the objectives for the landscape. Instead it focused on developing and implementing action plans for forest conservation, water flow and access, and sustainable energy.

Other key achievements by IDH reported in the first phase of the programme include[35]

- Capacity building of community forest associations (CFAs) (four participatory forest management plans developed).
- Support to surveillance flights and camping equipment to support government enforcement by KFS
- Rehabilitation of 662 ha degraded forest areas.
- Livestock intensification project co-funded which reportedly led to a reduction of livestock from 24,000 to 17,000, increased productivity, and increased prices for 3000 livestock farmers through training and linking with cooperatives and markets between 2016 and 2019.
- Course on sustainable energy developed and rolled out in 46 schools.
- Financial co-funding by companies and other stakeholders in the landscape amounting to 1.5 million EUR realised, primarily co-funding of alternative livelihood and education programmes (honey, fodder making, medicinal plants, tourism).
- Rehabilitation of seven water springs

8.3.2 Objectives and planned activities in phase 2

For the period 2020-2025, the objectives of the ISLA programme are to leverage EUR 1.35 million of private and public funding, to protect the approx. 40,000 ha of intact forest in the South West forest block and to restore 20.000 ha of encroached and degraded forest, to support 3,000 men and 1,500 women with training for improved incomes, and to support sustainable intensification of agriculture on 9,000 ha.[36]

The proposal for the second phase listed six planned activities for phase 2 to achieve this objective:

1. Diversifying partnerships to maintain momentum as commercial motivations change;
2. Strengthening law enforcement by government and coordinating supportive stakeholders;
    a. KFS should be further supported by the trust to install barrier fence to control access and keep cattle out.
    b. Eviction might be required for illegal settlements
    c. Governments needs to take over financing of surveillance
    d. KFS should deal with illegal grazing by smallholders and larger businesses.
3. Stabilizing and upscaling livelihood projects with forest communities.
4. Protecting watershed headwaters in collaboration with communities.
5. Developing alternative forest uses and commercial re-afforesting options.
6. Addressing the political economy of the landscape through proactive joint management, particularly the signing of a collaborative framework between KFS and the Trust to co-manage the SW Mau, setting up a financially viable governance system for the Trust, and implementing already agreed strategies for water resources management and land regeneration.

The budget available for this phase is EUR 2,599,462, of which EUR 1,049,462 for convening activities and EUR 1,350,000 for field-level activities.[37]

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[35] IDH 2020 Catalysing Private Sector Solutions for Sustainable Landscapes: Revised Proposal to IGG for 2021-2025.

[36] IDH 2020 Catalysing Private Sector Solutions for Sustainable Landscapes: Revised Proposal to IGG for 2021-2025.

[37] The remainder of the budget is reserved for research, data collection, and consultancies (EUR 150,000) and communication (EUR 50,000).

8.3.3 Projects and implemented reported outputs

In 2021 and 2022, six projects were being implemented by the programme. All of them are a continuation of phase 1 projects: three forest rehabilitation projects, two forest surveillance projects, and one livestock intensification project. provides an overview of the key outputs achieved in the second phase up till the end of 2022.

Table 21. Achieved outputs in Kenya according to IDH's Result Measurement Framework

Result level & area	Indicator	Baseline	Target 2022	Multi-year 2025 target	Result 2021	Result 2022 (cum.)	% Progress against Annual Target 2022
OUTPUT - Improved Sector Governance	Number of multi-stakeholder [38]coalitions	1	1	1	1	1	100%
OUTPUT - Improved Business Practices	Number of Value Chain Actors with MoUs or funding agreement to invest, trade, and/ or provide services[39]	0	7	10	7	7	100%
	Percentage of projects in IDH portfolio that are gender intentional		100%			100%	100%
OUTPUT - Change in field-level sustainability[40]	**Number of farmers who gained improved access to financial services**	0	600	1,200	595	1,207	201%
	female		200		154	633	317%
	male		400		441	574	144%
	Number of farmers gained access to inputs and technology, including ICT	0	1,200	1,200	543	1,207	101%
	female		400		124	633	158%
	male		800		419	574	72%
	Number of farmers and workers trained	0	1,200	1,200	756	866	72%
	female		400		277	304	76%
	male		800		479	562	70%
	Number of agronomists, extension workers and experts trained	0	60		57	57	95%
	female		20		2	2	10%
	male		40		55	55	138%

[38] Besides the Stawisha Mau Charitable trust, no further multi-stakeholder coalitions are realised in phase 2.

[39] The 7 value chain actors are KTDA, JFK, Ekaterra, Rhino Ark Charitable Trust, SNV, IFCMS and Givewatts

[40] All reported field-level outputs are realised by the livestock project.

8.4 Findings

8.4.1 Relevance

We assess the ISLA programme in Kenya as highly relevant. It meets the needs of the relevant stakeholders regarding environmental protection and sustainable rural development in at least four ways. First, IDH addressed the landscape governance *gap* that existed in the pre-2015 period by 1) facilitating a multi-stakeholder coalition where stakeholders could exchange viewpoints and collaborate to address major challenges; 2) building awareness within the communities regarding the importance of forest protection; 3) building capacity of CFAs and water resources users associations (WRUAs); and 4) supporting the KFS and Kenya Wildlife Service to be more effective in identifying illegal forest use. Second, IDH addressed the need for sustainable livelihood options in the neighbouring forest communities through support for sustainable intensification of livestock rearing and the training on alternative income generating activities (such as beekeeping). Third, the programme directly contributes to the need to restore natural resources that have already been affected through rehabilitation of degraded forest and water springs. Finally, ISLA has enabled tea companies to address their concerns regarding the preservation of forest and the sustainability of its eco-services that are deemed important for tea farming. This is done by engaging them in the coalition and by enabling them to co-fund projects. While there was some funding by private sector in the pre-2015 period, the ISLA programme led to more coherence in efforts (see Section 8.4.2**Error! Reference source not found.**).

The role of the private sector, in this case the tea companies, is essential for the ISLA programme. Ekaterra (previously Unilever), a long term partner of IDH in Kenya, was one of the initiators of the ISLA programme. They approached IDH with the idea to collaborate in the South West Mau Forest and thus planted the seed of what is now the multi-stakeholder coalition. At least as important, however, are the contributions by the tea companies (Ekaterra, KTDA and JFK) as co-funders and as active participants in the board of the Stawisha Mau Charitable Trust and in the different technical working groups (see Section 8.4.3).

This engagement of the tea companies also shows how the ISLA programme is additional to a commodity-specific-approach. The programme engages tea companies *not* on issues related to their tea production practices, but because they have an *interest* in the preservation of the forest and its eco-services, which dependent on the sustainability of practices by others. The fact that these tea companies are not themselves contributing to additional pressure on the forest, however, also makes their contribution more voluntary in nature and therefore also less secure for the future.

The engagement of the public sector (the county governments, KFS, the CFAs etc.) is essential as, before the programme, they were operating in isolation from each other and were lacking capacity to be effective. By bringing them together and by making a coherent plan they could focus on their own comparative advantage. Moreover, their capacity could be improved by linking them with NGOs and co-funders.

A key concern with respect to the relevance of the programme, widely acknowledged by both the stakeholders and IDH, is that ISLA only works on sustainable livestock rearing with farmers that reside in the neighbouring communities adjacent to the SW Mau forest , while **a large share of the cattle roaming in the forest is owned by "wealthy" individuals that do not reside in these communities and who are thus not reached by the sustainable intensification project**. The use of the forest by these individual livestock owners is tolerated by the government for political reasons. The ISLA programme does not strongly engage at the national and political level on these issues. There is hope that this issue can still be addressed by supporting stricter enforcement by KFS, by supporting the plan for fencing and by lobbying for stricter enforcement by the government but, if this is not effective, unsustainable livestock grazing will continue to be a major impediment to forest conservation and rehabilitation.

Now that we are in Phase 2 of the programme also some limitations become apparent in addressing some other needs in the landscape. The overall ISLA programme ToC relies on upscaling sustainable practices by attracting private landscape finance, **but the options for upscaling are limited in Kenya as the pressure on the forest is**

not related to international commodity value chains with a small number of large private companies that could be engaged in large scale projects supported by green finance. The overall ISLA programme ToC and the country context therefore are not a perfect match. Essentially, the Kenya programme has a focus on the landscape governance, forest protection and inclusion components of the programme, but "business practices" and "production" elements in the overall programme ToC are less applicable to the South West Mau context. Instead, a focus on realising additional public funding for the landscape might be a more relevant and feasible alternative. This is needed to further build the capacity of the KFS and the community forest associations and to ensure the Stawisha Mau Charitable Trust continues beyond 2025.

8.4.2 Coherence

The ISLA programme brought coherence between otherwise separate activities and efforts by the government, tea companies, and NGOs in the landscape. The convening of these stakeholders in the Stawisha Mau Charitable Trust is, according to the interviewed stakeholders, one of the most important achievements of the programme. Bringing together different people with different perspectives and interests, reportedly led to a better understanding of each other's perspectives and better awareness around forest conservation issues. This led to the formation of technical working groups with stakeholder representation who then developed concrete collective action plans for water flow and access, sustainable energy, and forest conservation. For the execution of the plan, IDH and the tea companies brought in financial resources, while the other stakeholders brought in resources in kind. The ISLA programme thus enhanced the coherence and complementarity of stakeholders in the landscape to an important extent. The programme is particularly complementary with government policies for protection and restoration of natural forests as it is able to provide the financial resources to improve the capacity of local agencies such as KFS and the CFAs.

There is scope for more coherence with policies and decision making at higher governmental levels. IDH does not convene stakeholders at the national nor the regional level and there is only limited dialogue with national government. As a result, there is an apparent incoherence as we see an effort to reduce the effect of livestock rearing on forest degradation, while at the same time there are political reasons for the government to tolerate grazing in the forest of livestock owned by some powerful individuals. Other areas that would require better support from the national government are the investments in fencing and in infrastructure in the forest dependent communities for the development of their milk sector (and other economic sectors)

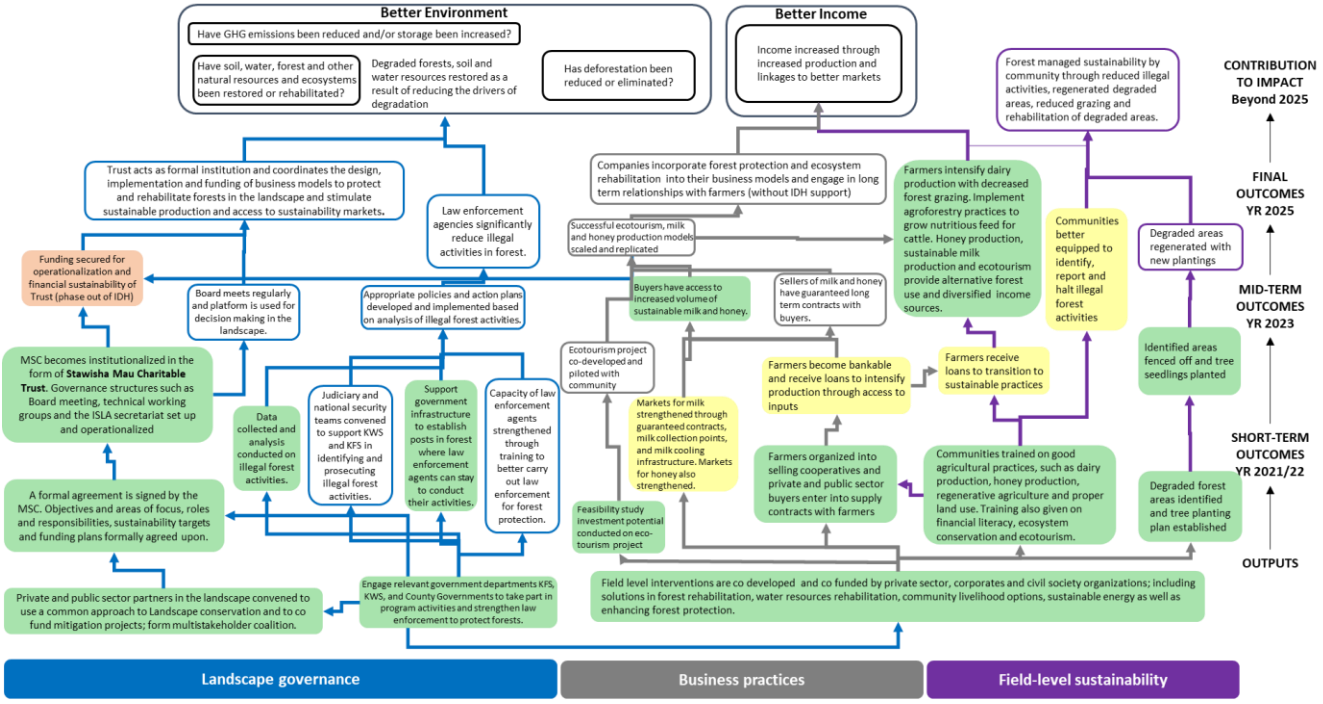
8.4.3 Effectiveness

8.4.3.1 General effectiveness

The overall effectiveness of the programme is assessed against the achievement of its short term (planned 2021/2022) and mid-term outcomes (2023) in the country-level ToC, taking into account also external factors that could explain this progress or lack thereof. Figure 25 provides a summary of the assessment of the overall progress achieved by the programme. The colouring of the boxes is added by KIT to indicate whether an outcome is achieved (green), has partially been achieved (yellow), or has not been achieved (orange). Some areas are not assessed due to lack of credible evidence (white). Assessment of impact on better environment and better income falls outside the scope of this MTE.

Figure 25 illustrates how ISLA Kenya is well underway in already achieving some of its key final outcomes scheduled for 2025—by formalising the Stawisha Mau Charitable Trust as a formal and independent entity, by intensifying dairy production with decreased grazing, and regenerating degraded areas with new plantings—without necessarily having achieved all of the short-term and mid-term outcomes yet. The final outcome of having companies incorporating forest protection and ecosystem rehabilitation into their business models likely will not be achieved due to a lack of private sector companies active in the landscape—other than the tea companies who were already engaged prior to the ISLA programme. Sections 4.3.3, 4.3.4, and 4.3.5 will provide a more detailed analysis on the result areas of landscape governance, business practices and field-level sustainability.

Figure 25. Progress of ISLA in Kenya against the country-level ToC (KIT, 2023)



8.4.3.2 Stakeholder perspectives through Sprockler

Using an online Sprockler survey, stakeholders were asked to identify the most important change that occurred in the landscape in the past four years. In Kenya, nine stories were shared by stakeholders, including from the private sector, the government, and civil society. The story most often told is that of the restoration of degraded forest areas (four stories), followed by stories on increasingly more positive attitudes towards forest conservation by the communities (two stories) and stories mentioning the changes happening in livestock rearing (two stories). All of the respondents indicate these are "important", "good" and "lasting" changes (see Figure 26). The box below provides some quotes illustrating these stories.

Sprockler quotes from Kenya

"The rehabilitated sites through fencing and planting of mixed indigenous tree species have done very well to an extent that the canopy has closed [...] The trees have changed open areas into beautiful forest."

"Seeing a devastatingly degraded forest slowly regenerate is quite fulfilling"

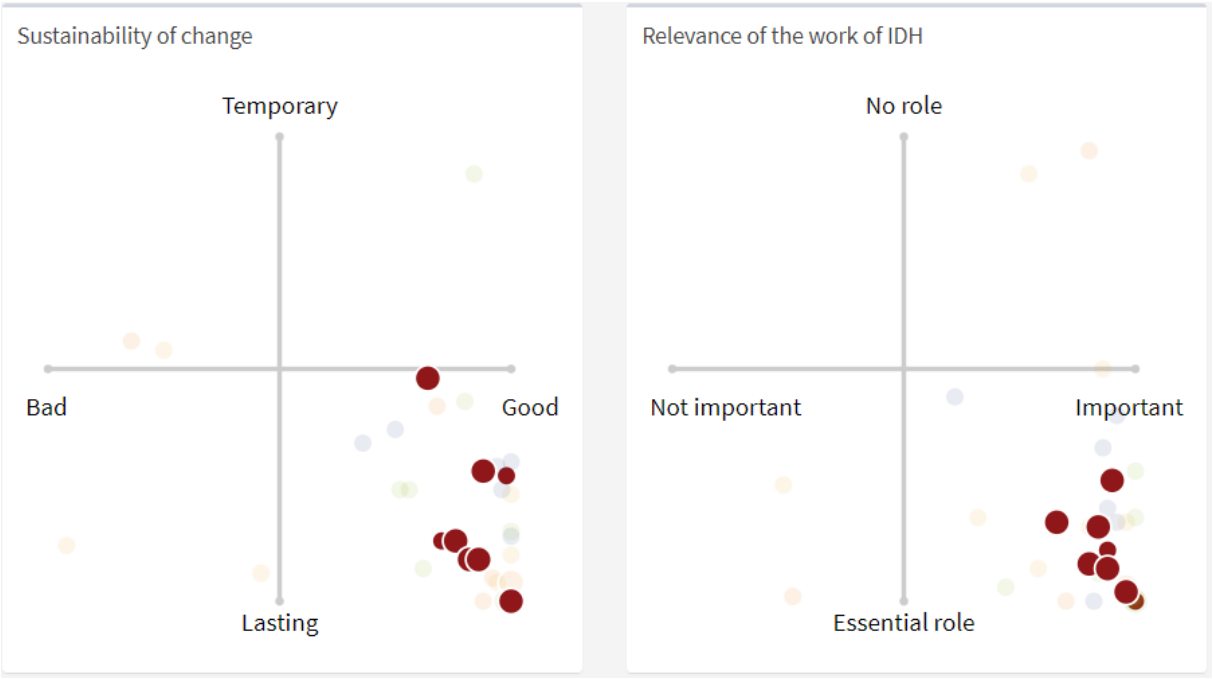
"Through collaboration a lot more people have a positive attitude towards the forest"

"The production of milk per cow has increased by training farmers [...] and as a result cows are no longer grazing in the forest."

When asked who contributed to these changes, respondents indicate a wide variety of stakeholders with most frequently the communities themselves, IDH, companies, government, and farmers. The role of IDH in these changes is regarded as "essential" (see Figure 26). The most valued aspect of the ISLA programme is considered the facilitator/convener (7/9 respondents) role and the co-financial support (8/9 respondents). Other aspects that are valued are the compact agreement , capacity building and technical assistance (three respondents each).

With the exception of IDH, the stakeholders that have contributed to the change, as reported by the respondents, are also largely the stakeholder that were indicated to benefit most of these changes. In addition, five respondents also mentioned marginal groups to benefit.

Figure 26. Sprockler results Kenya (KIT, 2023)



8.4.3.3 Landscape governance

The ISLA programme in Kenya has successfully convened all relevant stakeholders in a multi-stakeholder coalition, the Stawisha Mau Charitable Trust, in Phase 1 of the programme. The ISLA secretariat is considered well connected and stakeholders indicate they were able, after a stakeholder mapping, to identify and convene all relevant stakeholders. IDH's ability to convene stakeholders, letting them share perspectives and formulate shared objectives and collective plans, is generally appreciated by all interviewed stakeholders.

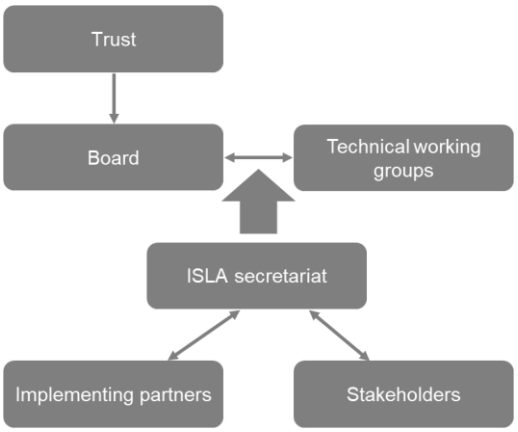
Kenya has an institutional structure that secures full local ownership of strategy formulation, planning, and resolving of issues (see Figure 27). The two steering bodies of the programme—the ISLA management board and the technical working groups—almost fully consist of local stakeholders, including county governments, government institutions (KFS, WMRA,), community groups (CFAs, WRUAs), NGOs and private sector. The two steering bodies of the programme—the ISLA management board and the technical working groups—almost fully consist of local stakeholders, including county governments, government institutions (KFS, WMRA, KWS), community groups (CFAs, WRUAs), NGOs and private sector. The *board* defines the programme strategy and action plan and oversees the implementation.[41] The technical working groups deliberate on technical and implementation issues on specific topics, such as forest conservation, water use, and sustainable energy. The *Trust* itself is made up of five trustees, with representatives from IDH, Ekaterra, KTDA, JFK, and the communities and provides oversight on the functions of the board, raises and allocates

[41] Members of the Board include: a) Private Sector companies including KTDA, Ekaterra Tea Kenya (formerly Unilever Tea Kenya), James Finlay Kenya and KENGEN; b) Community groups (CFAs and WRUAs); c) National Government Institutions (Kenya Forest Service, Water Resource Authority, and Kenya Water Towers Agency KWTA); and d) County governments of Kericho, Bomet and Nakuru. Other coopted partners to the board include Rhino Ark Charitable Trust (RA), Kenya Wildlife Service (KWS), CIFOR, and Kenya Forest Research Institute (KEFRI). The Dutch Embassy attends as an observer while the ISLA Kenya team plays the role of secretariat.

funds, and is legally accountable for the programme. The Trust should also secure the functioning of the landscape governance platform when IDH would exit.

The ISLA secretariat, consisting of full-time IDH staff, is generally responsible for the implementation of the plans approved by the board. They are also responsible for contract management with consultants and implementing partners, gathering and analysing information to support the development of the programme and its M&E system, and the administration and coordination of the programme's activities and events. While formally the secretariat does not participate in the decision making, the secretariat is responsible for convening stakeholders and supports the decision making through knowledge sharing.

Figure 27. Governance structure of the ISLA programme in Kenya (source: IDH)



Local ownership is also achieved through close collaboration with—and capacity building of—community groups such as the community forest associations and the water resource user associations. Three representatives from these community groups indicated in a focus group discussion that they feel their voices are heard and that they feel IDH treats them as "equal partners." CFAs were supported with participatory forest management plans and were engaged to collaborate on the reforestation project. Stakeholders generally feel there is a lot of support from the communities for the programme in general. CFAs show ownership of the activities and willingness to protect the forest and provide labour for the reforestation activities. Stakeholders attribute this "forest protection mind-set" by the communities to the ISLA programme (also see Section 4.3.2.)

However, the capacity of the of the CFAs is still considered a limiting factor by some interviewed stakeholders. The governance mechanisms of the CFAs are considered not strong enough leading to stagnant leadership and limited implementation of the participatory management plans. There is also limited capacity to raise funds or closely work together with KFS.

In phase 2, IDH further consolidated the multi-stakeholder coalition by registering it with the government and further operationalising the Trust. IDH initiated the process of the further registration of the Stawisha Mau Charitable Trust under the perpetual succession Act to become a separate legal entity that could enter into legal agreements, own a bank account, and receive funding directly without relying on one of the trustees. The trust is meeting once or twice per year, while the ISLA board meets every quarter (at the end of 2022 there have been 31 meetings). Board meetings are typically accompanied by quarterly progress and planning papers providing a full status update to all board members by the technical working groups.

In addition, a memorandum of understanding (MoU) was signed between the Stawisha Mau Charitable Trust, IDH and the three tea companies, KTDA, Finlay, and Ekaterra in December 2022. In the agreement the tea companies commit to contribute to the overall objectives of the Trust by accelerating and upscaling existing efforts for the period until 31 December 2025. Concretely, key targets include support to 3000 forest dependent community members on alternative livelihoods to reduce their dependence on the forest,

reforestation of 1,500 ha of degraded forest land by 2025, rehabilitation of 10 water springs, collaboration with law enforcement agents to strengthen law enforcement policies and inclusion of communities (especially indigenous communities, women and youth) in programme interventions.

This MoU is formally titled a "PPI compact", but seems to miss some characteristics to be labelled as such. A PPI compact is defined by IDH as "an agreement between public, private, civil society and community stakeholders"[42], but in this case there is no representation of the government, the community, nor civil society. The idea instead was that the PPI compact can strengthen the commitments of the tea companies also further into the future. IDH chose not to have public stakeholders as signatories because this would make the process complex with a high possibility of delays. Instead, the plan is to sign a separate collaborative framework between the Trust and KFS to co-manage the South West Mau. In this case, there would thus not be one PPI agreement that would hold all stakeholders together but rather a network of individual agreements.

The role of gender in the landscape is not analysed by the ISLA programme and the documentation does not indicate IDH steered on the gender issues in the landscape governance so far. The first action plan drawn up by the multi-stakeholder coalition, for example, does not contain the word "women", "woman", or "gender." The exception is the recent PPI compact which states as an objective to "support the inclusion of women and youth in leadership positions in CFAs, milk producer cooperatives, and as conservation champions." In addition, there is some representation of women in the Trust and in the board but most stakeholder representatives are, in fact, men.

The landscape model so far has attracted funding from the neighbouring tea companies (see next section) and from a telecom company (Safaricom) but not from other private companies or financial institutions. The coordinated approach and the local ownership realised via the Trust is seen by the tea companies as very valuable and they appreciate the role played by IDH as convener and co-funder. The limited funding from non-tea companies seems related to the limited number of large companies active in the landscape, and their limited contribution to forest degradation. As private companies are not accountable for the unsustainable forest use, there is less incentive for them to address unsustainable practices in sectors that are not theirs.

The ISLA Kenya programme meets most ISEAL criteria for effectiveness in landscape governance (Table 22**).** Key stakeholder actively engage in the initiative and are committed; there is a strong institutional framework in place for the governance in the landscape; there are secured financial resources from both IDH as well as private stakeholders to achieve most of the objectives of the programme; and the progress is monitored through narrative reports, regular reporting by the working groups to the board, and through a planned mid-term review. What is not fully achieved is to make agreements for the 2021-2025 on the impact goals or outcomes, timebound targets and milestones with *all* stakeholders in the landscape, such as normally captured in a PPI compact agreement. Instead, the programme largely relies on bilateral agreements between the trust and the stakeholders.

[42] It is defined as such in the PPI compact agreement.

Table 22. Governance assessment for South West Mau Forest

Category	Desired outcome	Assessment
Engaged Stakeholders	Key stakeholders in the jurisdiction, including local government and producing enterprises, are actively engaged in the initiative and committed to any action plans and their stated outcomes	
Governance	Clear and transparent operating procedures define the legal standing of the initiative and the governance roles, responsibilities and decision-making for different stakeholders in that initiative	
Progress Framework	Sustainability impact goals or outcomes, timebound targets and milestones are defined for the jurisdiction and an action plan lays out steps to be taken to meet the milestones and outcomes	
Financing	The jurisdictional initiative has defined a budget and secured or identified resources sufficient for the ongoing operation of the initiative, including monitoring of progress	
Monitoring System	A framework is in place to monitor performance improvements in the landscape, in conjunction with the capacity to manage and analyse the data and accurately communicate the results	

8.4.3.4 Changes in business practices

Although the tea companies are very engaged and are important co-funders in the landscape, they do not centre their sourcing strategy around the landscape approach and have not changed their own sustainability practices as a result of the programme. Although some tea companies indicate they are considering how they could better communicate about their involvement in the landscape to actors downstream in their value chain, the main motivation to contribute to the landscape seems, instead, the preservation of the forest next to their estates (intrinsic motivation) and to preserve the eco-services from the forest on which their tea production depends (business interests). The Kenya Program is not featured on SourceUP.

Despite that private companies cannot be held accountable for the unsustainable use of the forest, the programme has so far been quite successful in attracting funding into the landscape. For 2021-2025 IDH has so far secured EUR 916,000 of private co-funding, getting close to the target of EUR 1.35 million. This is on top of the co-funding secured in phase 1 amounting to about EUR 1.5 million. The co-funding in phase 2 mostly comes from the tea companies but also from Safaricom, SNV, and Rhino Ark.

8.4.3.5 Field-level sustainability

The field-level projects in phase 2 are listed in Table 23.. In addition to these, the ISLA programme had the ambition to fund a water sources rehabilitation project, an improved cook stoves and woodlots project, and a to initiate a potato value chain development project, but could not yet identify the right implementing partners.[43] Finally, the programme has the ambition to develop and pilot an eco-tourism project with the communities. A study commissioned by IDH established that South Western Mau has high ecotourism potential. The idea is that ecotourism could enhance income generation for communities while contributing to the value of forest conservation. The idea of starting eco-tourism activities is included in the participatory land use management plans of the CFAs, but due to a lack of expertise the Trust is not planning to prioritize ecotourism in the current phase of the programme.

[43] ISLA Kenya - Annual report 2022.

The progress and effectiveness of the ongoing projects is difficult to assess due to a lack of independent evidence. There is no third-party verification or a mid-term review available for any aspect of the programme.[44] The assessment of effectiveness of these projects in this section is entirely based on what is reported by ISLA in their annual reports, results monitoring framework, and by the technical working groups in the quarterly board meeting, with some triangulation through the stakeholder interviews.

Restoration activities led to 142.5 ha of reforested land so far in phase 2. This comes on top of 642 ha realised in phase 1. In addition, current project commitments should lead to an additional 435 ha of reforested land before 2025.[45] According to a recent assessment report by IFCMS from June 2023, most of the areas planted in phase 1 contain sufficient indigenous trees of sufficient size to grow into a closed canopy, but considering the trees are still very young further monitoring is needed. The study by IFCMS sampled 40 plots stratified between planted areas (18 plots), assisted natural regeneration (fenced)(5), and natural regeneration (17). It was found that the number of trees of at least 3 cm diameter at breast height was 241 on average per ha in the planted areas, which is deemed more than sufficient to create a closed canopy. A total of 36 ha that has undergone landscape restoration during the first phase of the programme was classified as forest by the study.

Initially the survival rates of the programme were considered quite low due to insufficient protection, monitoring and maintenance. An old reforestation area had to be replanted as the survival rate dropped to 30%.[46] Over the years the project learned how to increase survival rates by micro-fencing the replanted area and conducting maintenance, including scouting, weeding, and replanting trees that died shortly after initial planting.

The reforestation also has an important inclusion component. Seedlings are typically sourced from local nurseries in the forest communities. Many community members are also involved in the planting and maintenance, including women. For example, in 2022 it is reported that the project bought KES 2,227,500 in seedlings from local nurseries and involved 139 community members of which 71 were women as laborers in the reforestation.[47]

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[44] The programme mid-term review by an independent was scheduled for May-July 2023 but was postponed last minute due to contracting issues.

[45] Numbers presented by IDH in inception meeting and triangulated with project documents and annual reports.

[46] IDH (2021) ISLA Programme Annual Plan 2022.

[47] IDH (2023) Annual report Kenya 2022.

Table 23. Ongoing field-level projects under ISLA in Kenya

Project	Partners	Aim	Total budget	Key activities	Timeframe
SNV Livestock upscaling (192438)	SNV, Rhino Ark, KTDA, Ekaterra, JFK.	To intensify dairy production, raise income of dairy faerms, and reduce reliance on forest grazing.	EUR 757,119	• Support 1200 dairy farmers supported with training to adopt semi-intensive zero grazing. • Establish five dairy cooperatives • Set up 25 demonstration farm	2020 -2022
Extension of Livestock Intensification Project	SNV, KTDA, JFK,	Sustainably increase dairy production of 3000 dairy farmers while reducing the number of cattle grazing in the forest; and expand and strengthen farmer's business enterprise.	EUR 350,000	• Support 3000 farmers with training • Set up milk collection centres and new routes. • Train cooperative management • Promote business development services • Market linkages • Lobby for improved roads • Establish extension department in cooperatives	2023-2024
IFCMS-IDH-Safaricom-KTDA Rehabilitation and Regeneration	IFCMS, IDH, Safaricom, KTDA	Rehabilitation of 300ha of degraded forest	EUR 319,972	• 100 ha enrichment planting • 200 ha bamboo belt planting • Micro-fencing	2019-2023
Bongo Surveillance - Enhancing forest surveillance with KFS and JFK	JFK, Bongo surveillance team	Protection and monitoring of the Mountain Bongo and their habitats	EUR 117,168	• Habitat and wildlife conservation through patrolling and arresting people involved in illegal forest activities. • Monitor Mountain Bongo population in South-West Mau forest.	2021-2025
Land rehabilitation in the Ndoinet forest	IDH, Ekaterra, KFS, and Ndoinet and Ogiek Community Forest Association	Rehabilitation of 75ha of degraded forest	EUR 88,002	• Planting of 75ha degraded forest • Awareness raising and mobilisation of labour to participate in reforestation activities through CFA	2020-2022
Tree Planting 500 ha	KFS, Ndoinet and Ogiek Community Forest Association, Ekaterra, KTDA	Rehabilitation of 500 ha of degraded forest	EUR 392,064	• Planting of 300 ha degraded forest • Fencing of 200ha to allow natural regeneration. • Awareness raising and mobilisation of labour to participate in reforestation activities through CFA	2022-2025
Aerial surveillance	JFK, Rhino Ark, KFS, KWS	Enhance security of South-West Mau forest	EUR 72,159	• Conduct four surveillance flights to detect illegal activities • Build two security outposts • Train 50 staff of KFS and KWs to prosecute cases • Provide training and equipment to 20 staff to combat forest fires.	2021-2023

Surveillance leads to enforcement. The 2022 annual report for Kenya describes how the Bongo surveillance project in 2022 covered 1449 km, resulting in 11 arrests with sentencing, 88 snares being removed and 12 charcoal kilns being destroyed. There was one aerial surveillance flight in 2021 in collaboration with Kenya Forest Service, Kenya Wildlife Service, Kenya Police and the Judiciary. This led to 12 people being arrested, 24 charcoal kilns and 4 makeshift dwellings destroyed, 10 snares removed, and one trapped antelope rescued.

The livestock upscaling project that started in Phase 1 and was finalised in 2022, reportedly, has led to significantly higher revenue of milk sold through the cooperatives, a lower prevalence of forest grazing as reported by the farmers themselves, and an increase in home grazing. See Table 24**Error! Reference source not found.** for an overview of results reported in the 2021 and 2022 annual report.

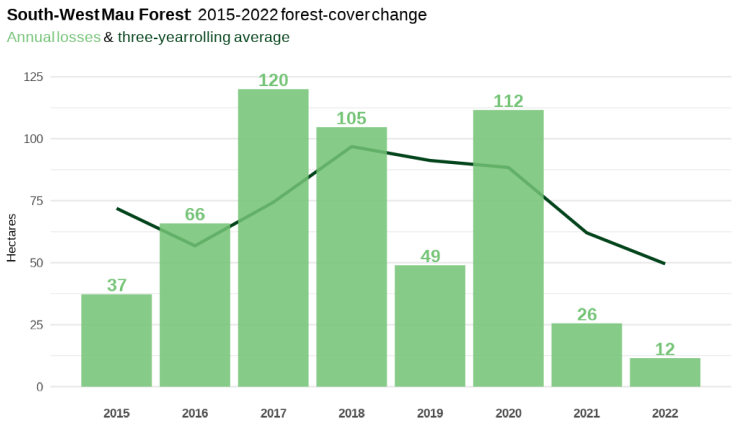
Table 24. Results of the Livestock upscaling project as presented in ISLA annual reports 2021 and 2022.

	2021	2022
Activities Farmers	• 277 women and 479 men trained • 154 women and 441 men had access to cash advances and loans • 124 women and 419 men can access inputs and ICT technologies • 595 were linked with cooperatives	• 301 women and 554 men trained
Activities Cooperatives	• Artificial intelligence tanks and insemination kits provided • 57 extension workers trained • 1 cooperatives installed milk management software	• Table banking introduced • 25 water troughs and 2 tanks purchased • 3 cooperatives installed milk management software
Outcomes	• Total revenue sold through cooperatives: KES 37,460,036 • Farmer-reported forest grazing decreased by 75%	• Total revenue sold through cooperatives KES 22,754,486 • Farmer-reported forest grazing decreased by 75% • Farmer-reported home grazing increased from 20% at the start of the project to 77%

8.4.4 Impact

Forest cover loss in the South-West Forest block, according to our geospatial analysis, is decreasing since 2018 and is markedly lower in 2021 and 2022 than in the previous period (see Figure 28). Detailed spot analysis of areas where forest loss is detected, does not show large land clearings. The forest cover loss that is picked up by the analysis might instead be the result of forest degradation or small scale logging that is not easily observed with the eye using satellite data. In addition, there might be some random or systematic measurement error at play that could lead to under- or overestimation of the forest loss each year. However, over multiple years this measurement error largely evens out, meaning the downward trend in forest cover loss since 2018 is quite reliable.

Figure 28. Forest cover loss trends in South-West Mau Forest in Kenya. Values on top of bars are in ha. Three year rolling average is presented as bold line (KIT, 2023)



The estimation of forest cover loss using geospatial analysis is largely in line with the observed illegal activity by KFS using aerial surveillance (Figure 28**).** While also the aerial surveillance numbers should be used with caution due to high risk of measurement error—it is based on human observation from a plane—it is striking how the yearly patterns match between the two analyses. Both forest cover loss and the number of illegal activities observed peak in 2020 with relatively lower numbers in both 2019 and 2021. The peak in 2020 could be related to the Covid-19 lock-down period that might have led to an increase of illegal forest activities, as coping mechanism to deal with Covid-19 related shocks.

Over the 2018 to 2021 time period the aerial surveillance by KFS shows there is downward trend in illegal activities related to livestock grazing but an upward trend in illegal activities related to tree cutting (Figure 29). From 2018 to 2021 the trend on the observed number of livestock in the forest, habitable structures for people (mostly livestock grazers), and in the approximate illegal crop area clearly is downward. However, an upward trend can be observed for the same period, for the observed number of trees cut, the number of charcoal burning kilns, and the number of temporary enclosures for livestock.

In the latest two flights, between December 2020 and November 2021, we see, however, a strong decrease in all categories except for the number of habitable structures for people. This is in line with the geospatial analysis which showed a strong decrease in forest cover loss between 2020 and 2021.

It is likely that the ISLA programme has contributed to the observed reduction in forest loss. A full and precise contribution analysis of the impact of the programme on "better environment" is outside the scope of this mid-term review and would involve assessing the contribution of other stakeholders and assessing what *would* have happened without the ISLA programme. However, it is likely that the ISLA programme has made an important contribution through a number of pathways, including through improved awareness of forest communities of forest protection issues; reduced pressure from livestock farming, improved ability of KFS to detect and address illegal activity; and through reforestation of degraded areas.

Since the ISLA programme brought together virtually *all* relevant stakeholders, improved coordination and learning between them, and brought in funding to improve their capacity and increase the scale of projects it is difficult *not* to attribute the improvements in forest conservation and restoration to ISLA. While stakeholders, also before the programme, were already addressing the forest conservation needs in the landscape, without the ISLA programme, it is unlikely that the current level of coordination, capacity, and scale would have been achieved.

There is independent evidence that suggests the pressure from livestock on the forest has reduced—a key ambition of the programme that received a lot of attention. Data suggests that a) lower livestock numbers

are observed between 2017 and 2019; b) livestock farmers report to have reduced forest grazing in favour of home grazing; and c) the aerial surveillance by KFS observes significantly lower numbers of livestock in the forest between November 2018 and November 2021.

Figure 29. Observations Aerial surveillance (nov-2018, oct-2019, december-2020, nov-2021) (KIT, 2023). Source: Data received from IDH.[48]

[48] To reduce potential effect of seasonal variance only the flights executed in October, November, and December are used. The summer-period flights from 2018, 2019, and 2020 are excluded.

The scale of the forest rehabilitation by the programme in 2021-2025 seems large enough to at least counter the rate of forest cover loss. The forest cover loss in the South West Mau forest is estimated at 26 ha in 2021 and at 12 ha in 2022. If we assume that the forest cover loss in 2020-2021 is representative for the 2021-2025 period, we can use the average forest cover loss in 2021 and 2022 to predict the total forest cover loss in 2021-2025 to be 70ha. In the same period of time the programme intends to restore more than 577ha, which is more than eightfold this predicted loss. Even if we assume that the peak year of 2020 is representative for 2021-2025, the total restoration effort is larger than the total forest loss.

Finally, the increased attention for forest protection in communities and the strengthened surveillance capacity might have been a deterrent for further opportunistic behavior by the government. [49] In the past, the government has not always proven to be a reliable ally in protecting the forest. When it was politically opportune they have tolerated illegal forest use or even excised an entire area of protected forest. This behavior would now be much more visible and politically risky, making it also less likely to happen.

Apart from some anecdotal evidence through the interviews and Sprockler survey, there is not sufficient evidence to claim improvements in income for the neighbouring communities in general, nor for the livestock farmers specifically, since the start of 2021. The livestock project did report increased productivity and prices for livestock farmers, but productivity and price increases do not necessarily lead to increased income if farmers also spend more on inputs such as fodder. However, a third party programme evaluation is scheduled to start in Q3 2023, and will bring additional insights on income improvements and possible links to a reduction of livestock grazing in the forest. [50]

8.4.5 Sustainability

IDH is planning to phase out the ISLA programme in Kenya in 2025. This decision follows the envisaged maturity plan for all landscapes whereby an exit of IDH is foreseen after the landscape approach is scaled up and replicated and once the coalition is fully owned by stakeholders with a reliable and trusted facilitator and a secured budget to fund coalition activities and implementation plans in the long run.

Expanding the operations and effectiveness of the Stawisha Mau Charitable Trust is considered key to ensuring the smooth exit by IDH from the Southwest Mau forest. The Trust should function independently from IDH from 2025 onward, taking over much of IDHs role as driving force behind the convening and co-funding. Currently, IDH plays a pivotal role in the implementation of the landscape governance: as ISLA secretariat they organise the ISLA board meetings and the technical working groups and are responsible for the coordination with implementing partners (including contracting and co-funding). This role is envisaged to be taken over by a secretariat fully funded by the Trust.

While stakeholders see the operationalization of the Trust as a good institutional solution to ensure continuation of the work beyond 2025, they think that the sustainability of the programme will depend on whether the Trust can secure funding. Currently, IDH brings in at least 50% of the financial resources and the human resources in the ISLA secretariat. Both the salaries of the secretariat as well as the funding of projects would thus require an external funder after 2025. Since phase 1 of the project IDH has not been successful in finding alternative funding streams. Options such as REDD+ are being explored for several years, but so far without success.

Also the current funding commitments of the tea companies end in 2025 and need to be secured also for the post-2025 period. There is some concern that motivations and priorities of tea companies might shift due to changes in management, and due to external factors such as volatile tea prices and community land claims

[49] This potential mechanism was brought up by one of the interviewed stakeholders.

[50] This study was originally planned for May-July 2023 so that it can feed into this evaluation, but was postponed last minute as the contracted consultant decided to unilaterally cancel the contract.

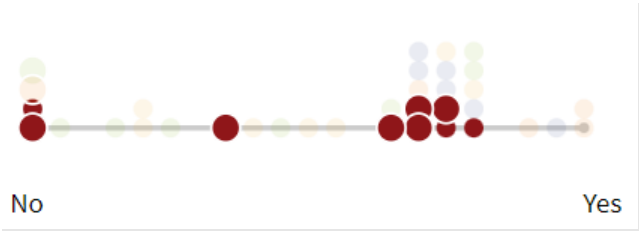
on tea estates. To secure their commitment it seems key to a) show the value of their investments through impact reporting; and b) to have a fully funded secretariat in place that could take the convening role and co-funding role after 2025.

It is also a question whether an independent Trust and secretariat would be as effective without IDHs involvement. IDH is seen as an unique organisation that takes a role others do not easily take. Besides its ability to fund and convene stakeholders, it is also a critical external partner that thinks along and provides knowledge on landscape approaches based on their experience from other parts of the world. Also the neutrality of IDH is important—other funders might have their own agenda which does not fit this more neutral role of the Trust and the secretariat. This might explain why until now it is also difficult to find this external funding.

There is a risk that if IDH pulls out entirely by the end of 2025 that the multi-stakeholder coalition becomes weaker or even dissolves. Besides the funding risk, there is also other sustainability risks, such as disagreement or conflict between stakeholders without the presence of a neutral convener or a lack of human capital and network to run an effective secretariat.

Stakeholders, to some extent, share these concerns as reflected in the Sprockler analysis. When respondents were asked whether the most important change they saw in the landscape in the past four years would last without IDH, there were mixed responses (see Figure 30). Two out of 9 respondents answered with a "no", while the rest of the respondents were somewhere in the middle between "yes" and "no"—leaning towards "yes."

Figure 30. Answer to the question in Sprockler: "will the change last without IDH (KIT, 2023).



Even if the Trust seems to be able to operate independently and post-2025 funding is secured, there might be good arguments for having a third (transition) phase of the ISLA programme as a transition period to secure the sustainability of IDHs investments. IDH currently has a central role in the landscape and the emphasis for the second half of phase 2 will be on further expanding the projects that are implemented. A full exit of IDH after phase 2 would thus be quite abrupt: from a pivotal role to no role at all. If IDH is the parent of the maturing landscape coalition and if the coalition is in the process of becoming independent adolescent that is moving out of the parent's house, it would help the adolescent if it still could fall back on the help of the parent when things go wrong. For example, by remaining as a trustee in the Trust IDH could to monitor the functioning of the coalition and support where needed. Moreover, a period of transition to the "new" secretariat would help in keeping the momentum.

8.4.6 Strategic learning

In terms of maturity, the landscape has successfully engaged with stakeholders, has established the coalition, and has been for a while now in the "commit & implement" stage. It has, however, not yet fully reached the fourth "expand" stage.

The overall ISLA programme ToC relies on upscaling sustainable practices by attracting private landscape finance, but the options for upscaling are limited in the South West Mau landscape as the pressure on the forest is not related to international commodity value chains with a small number of large private companies that could be engaged in large scale projects.

There is some indication that project partner Rhino Ark has developed a multi-stakeholder coalition in the Kakamega forest inspired by the ISLA programme, but further expansion or scale up has not happened to our knowledge.

8.5 Conclusions and recommendations

The ISLA programme in Kenya is a good example of a landscape approach that is centered around the needs of the different stakeholders active and dependent on the landscape. It filled the landscape governance gap that existed before the programme and was able to generate financial contributions and initiate and coordinate efforts on key issues identified by the stakeholders through a consultative planning process. The result is a holistic programme that is able to address the main forest protection and restoration needs in the landscape.

In view of the overall ToC, however, the programme is less relevant for achieving the objective of changing the production or sourcing practices of producers, traders, and retailers as no export commodities are produced in the landscape. The programme therefore also offers limited opportunity for upscaling by attracting commodity buyers or private sector finance.

Despite the clear relevance and coherence of the programme in the landscape, there is scope for better coherence *between* the landscape activities and national-level government policies and actions. IDH does not convene stakeholders at the national nor the regional level and there is only limited dialogue with national government. Stronger engagement with the government would be required to resolve issues around permits for fencing, enforcement of illegal livestock grazing in the forest by wealthy individuals and poor infrastructure.

The programme is well underway in already achieving some of its key final outcomes scheduled for 2025—by formalising the Stawisha Mau Charitable Trust as a formal and independent entity, by intensifying dairy production with decreased grazing, and through regenerating degraded areas with new plantings.

There is evidence that through these outcomes, ISLA has contributed to downward trends in illegal forest activities and a reduction in tree cover loss. The programme is also making a sizeable contribution to reforestation of degraded areas. There is, however, not sufficient evidence to claim a positive impact on improved incomes for the forest communities residing next to the protected forest area.

Even though there is a clear exit strategy and IDH is well underway in realising an independent body, the Trust, to take over the tasks of IDH in the landscape in the post-2025 period, there is still a risk that the landscape governance falls apart without IDH coordination and funding after 2025. To ensure the sustainability of the results achieved, it is important to find new avenues for funding (e.g., carbon finance) and to develop a detailed transition plan for the period after 2025.

Table 25. Strengths and weaknesses of the ISLA programme in Kenya (KIT, 2023)

Strengths		Weaknesses	
1.	High relevance of landscape approach as it addressed the landscape governance gap; the need for sustainable livelihood options by the communities; the need for government agencies to receive support; and the wish/need of tea companies to preserve the forest and its eco-services.	1.	The programme does not adequately address livestock grazing by "wealthy" individuals
2.	There is clear additionality vis-à-vis a commodity-specific approach for the involved tea companies.	2.	There is limited efforts from IDH to convene or influence actors at a higher governmental level to ensure coherence with the landscape programme (e.g., around issues of fencing, infrastructure, and tolerated illegal forest use)
3.	The convening role of IDH in the landscape is unique and highly necessary for improving coherence and effectiveness.	3.	The programme very much depends on the tea companies making the financial sustainability of the programme vulnerable to management decisions and shifting priorities in these companies.
4.	The ISLA secretariat is strong and well-connected.	4.	Besides the tea companies there are no other private sector actors that could play a similar role in the landscape.
5.	High level of commitment from private sector to contribute to better governance and restoration of the landscape.	5.	No gender analysis conducted at the landscape level and limited attention to gender in action plan.
6.	The projects financed by the coalition are highly relevant and have high impact potential at sufficient scale. This goes for the additional funding for surveillance, the investments in sustainable livestock rearing, and the investments in reforestation	6.	Tea companies do not centre their sourcing strategy around the landscape efforts. The landscape is not featured on SourceUp.
7.	It is highly likely that the ISLA programme has contributed to the observed positive changes in the landscape, such as reduced deforestation rates, reduced illegal activities, and increased reforestation.	7.	Limited potential for upscaling approach through private sector landscape finance.
8.	Clear exit strategy of IDH through registration and institutionalization of the Stawisha Mau Charitable Trust.	8.	Despite exit strategy, there are high sustainability risks due to difficulty in finding external funders and the unique role taken by IDH.

Recommendations / potential areas of improvement

1. Put more effort in convening and influencing stakeholders at the regional or national level to address key contextual issues that are hampering further progress in the landscape. Key objectives are permits for fencing, enforcement of illegal forest grazing by wealthy livestock owners, and infrastructural investments in communities to further develop the milk sector.
2. Diversify funding to increase sustainability of the programme. A high potential revenue source now that the forest is increasingly better protected is carbon financing.
3. Explore how to valorize gained knowledge and experience in the South-West Mau Forest, and specifically, the potential for replicating the approach in a different area, such as the coffee areas around Mount Elgon or the Central Region.
4. Commission a gender analysis for the landscape to guide further planning. The gender analysis should look into the position of women in the landscape with regards to forest resource use, conservation,

livelihoods, and intra-household dynamics, and the mechanisms that secures their inclusion in the landscape governance.

5. Stay engaged in the South-West Mau Forest for a third phase in which IDH is transitioning out following a well-structured plan to secure long-term sustainability of the 10-year investment in the coalition.

9 Findings Central Highlands (Vietnam)

9.1 Introduction

This chapter evaluates the progress of IDH's ISLA programme in Vietnam for the period 2021-2022. Within this MTE, Vietnam was selected for more in-depth research. Our findings are based on a desk review of data provided by IDH, Sprockler data, and field work in Krong Nang and Di Linh district in July, 2023. In total, 33 key informant interviews (KIIs) (see Annex 4), and eight focus group discussions (FDGs) (see Annex 6) with farmer- and women groups were conducted. Preliminary findings were presented to IDH staff during an online learning workshop for validation.

Key findings of the MTE

1. The ISLA programme in Vietnam is assessed very positively in this mid-term review against the OECD DAC criteria, the ISEAL criteria, as well as when assessing the progress along its own ToC.
2. The programme is considered highly relevant. Landscape stakeholders consider the ISLA approach as an effective way to address key environmental issues present and improve livelihoods for farmers within the landscape.
3. ISLA is actively engaging with government on all levels—national, provincial and district level, thereby increasing coherence between otherwise separate activities and efforts in the landscape.
4. ISLA has progressed effectively vis-à-vis its own ToC. Moreover, ISLA Vietnam is on track regarding its achievements in the realm of landscape governance, changing business practices, and promoting field-level changes. Thereby it becomes likely it will contribute to long-term sustained impact.
5. Coffee and food companies are engaged and have become important co-funders of the landscape programme. Moreover, the programme attracted committed buyers that source from the landscapes.
6. Considering the progress of ISLA in the Central Highlands vis-à-vis the ToC combined with early signs that the programme is likely to scale up, reaching the targeted impact in 2025 becomes likely.
7. The programme could be an important inspiration for other countries in terms of: developing successful business cases connected to the landscapes, connecting multiple level of governance, and developing comprehensive M&E systems, among others.

9.2 Context of the Central Highlands

Vietnam is one of the 20 most biodiverse countries globally, with more than 40% of Vietnam's land classified as forest (EU REDD, 2023). In the year 2000, Vietnam had 16.6Mha of tree cover, equivalent to 50% of its total land area (GFW, 2023). From 2001 to 2022, Vietnam lost 21% (3.42 million ha) of this tree cover, equivalent to 2.35 Gt of CO_2 emissions (GFW, 2023). The main drivers of deforestation and forest degradation in Vietnam are agricultural expansion, legal and illegal logging, development of infrastructure, and forest fires (EU REDD, 2023). Vietnam has an ambitious legal framework aimed at halting deforestation and forest degradation (EU REDD, 2018), and is one of very few countries to implement REDD+ Readiness, a FLEGT Voluntary Partnership Agreement, and payments for ecosystem services simultaneously (EU REDD, 2023).

The ISLA programme is active in the Central Highland region of Vietnam, where pressure on land and forests are greater than in other regions of the country (EU REDD, 2018). The region covers 54,700 km² and contains some of the country's most biodiverse and carbon-rich forests (EU REDD, 2023). Forest cover in the Central Highlands is quite high, with about 55% of the area covered with forest in 2014 (Unique, 2021). The main driver

of deforestation in this area has been the production of commodity crops such as coffee and rubber (EU REDD, 2018).

The Central Highland region of Vietnam is home to 95% of coffee production in Vietnam (IDH, 2023). Production of cash crops (e.g. coffee, pepper, cashew, tea, cocoa) in the Central Highlands is dominated by commercially oriented smallholders, among which (excessive) use of agro-chemicals and irrigation is very common (Unique, 2021; Son et al., 2023). The poor agronomic practices and conversion of unsuitable land to agriculture cause land degradation, water short-ages in the dry season, and high load of chemical residues in products (ibid.). Coffee is of high socioeconomic importance in the region, providing income and rural livelihoods for over two million people living in the Central Highlands (Son et al., 2023). However, coffee producers face increasing challenges, such as fluctuating prices, extreme weather events, and land degradation due to intensive cultivation, threatening both coffee production as well as farmers' livelihoods (ibid.).

9.3 ISLA: input and outputs

The ISLA programme in the Central Highlands commenced in 2015. It was set up with the aim to promote forest protection and natural resources conservation, alongside with improving farmers' profitability and supply chain resilience at scale. By the end of ISLA phase 1 (2015-2020), three PPI compacts were initiated in Krong Nang district (Dak Lak province), Di Linh and Lac Duong districts (both Lam Dong province). Multi-stakeholder governance structures were established under the leadership of the local district authorities, supported by investment and off-take from more than 10 coffee companies. Field-level projects focused on forest protection, sustainable water management and use of agro-chemicals, and agroforestry and reforestation (Unique, 2021). During ISLA phase 1, 128,000 ha of forest, 51,000 ha of farmland and 40,000 households were directly reached by the programme interventions piloted at commune level (IDH, 2022). According to the evaluation of the first phase of the ISLA programme, Vietnam exceeded all programme targets across a wide range of different areas (Unique, 2021).

In 2021, when the second phase of the ISLA programme started, a Compact in Cư Mgar was established—the largest coffee producing area of Dak Lak province—, increasing the total number of Compacts in the Central Highlands to four. The landscape programme in Vietnam sets out the vision to promote forest protection, natural resources conservation, and Green House Gas reduction and focuses on three key commodities: coffee, pepper, and fruits. During ISLA phase 1 (2018-2020), three SourceUp areas were piloted at commune level, amounting to 15.000 ha of agricultural land, which equals to 3% of the Central Highland region. The strategy for ISLA 2021-2025 is to set up four Verified Sourcing Areas (VSAs) on district level. This will amount to 110.000 ha of agricultural land, which equals 20% of the Central Highlands region.

Table 26. shows the changes IDH Vietnam would like to achieve by 2025 across its three result areas and the results that have been realised during the period 2021-2022. For field-level sustainability, there are no results to report on these changes yet. Most of the projects started mid-2022, which makes it too early to claim any impact on these indicators. In 2023, IDH has planned a farmer survey at programme level to measure any possible impacts.

Table 26. IDH 2025 aims and 2021-2022 results related to landscape governance

	Main changes by 2025 in	Description	2021-2022 results
Landscape governance	Local PPI governance strengthened	PPI governance at local level (communal, district-level) will be strengthened and well-operated based on a mature operation mechanism (including but not limited to resource mobilization mechanism) and a performance tracking process and decision-making mechanism based on the Compact roadmap and jurisdiction M&E	• Four PPI Compacts set up with operation mechanism, resources leverage mechanism, and communication agenda • Jurisdictional M&E system launched towards end of 2022 • Carbon MRV framework started to be developed, with GHG emission and sequestration baseline being conducted
	Increased public investment into the jurisdiction	Public investment to PPI targets increased at least 15% to cover IDH's investment (which is expected to be reduced after 2025) via new resource and the mobilization of existing public resources	• Public investment contracted at 8 million EUR
	Replication and upscaling of PPI approach	• Two new compacts at district-level replicated • Governance structure scaled up to provincial level	• One new Compact established in Cư Mgar • Provincial landscape governance being developed under the Dak Lak Large scale sourcing area proposal (to be completed mid-2023)
Business practices	Private investment increased by at least 15%	• Innovative financing mechanism (carbon financing, etc) is established and piloted • % of compliant production sourced by Private sectors from the Compacts. • Business case of private investment efficiency into Compact proven => private investment per volume of compliant production sourcing from the Jurisdiction => Company can upscale their investment along supply chain	• Pre-investment of companies preferential sourcing following jurisdictional approach (companies "register" the communes where they will work and fully cover, the rest covered by the district authority) • Carbon-driven project signed with JDE, Simexco, ACOM and LDC • Compliant production sourced by private sector from the Compact
	70% key crops are compliant with market requirements	70% coffee produced in Cu M'gar, Krong Nang and Di Linh are compliant with market requirements (due diligence and/or responsible production)	• 99% of coffee produced in 3 Compacts are compliant with glyphosate MRLs
Field-level sustainability	Forest & natural ecosystem conserved & restored	• No deforestation • Increased land cover thanks to: afforestation, scatter tree plantation, increased intercrop density	No results yet
	70% farmers adopted sustainable land management practices	• No use of hazardous pesticides • Proper density of intercrop • Optimization of fertilizer • Provision of agri-service delivery	No results yet
	15% income increased	• Income from intercropping • Improved income from coffee (carbon renumeration, improved market to access) • Optimization of input cost • Optimization agri-service costs	No results yet

See Table 27. for an overview of all outputs for 2021-2022 captured in the IDH Results Measurement Framework. Most of the achieved outputs exceed the targets set for 2022.

Table 27. Achieved outputs in Vietnam according to IDH's Result Measurement Framework

Result level & area	Indicator	Baseline	2022_target	Multi-year 2025 target	MYP Adjusted Forecast	Result 2021	Result_2022 (cum.)	% Progress against Annual Target 2022
OUTPUT Improved Sector Governance	Number of multi-stakeholder coalitions, committees, or secretariats convened at a jurisdiction level to sign and support a common vision, goals, and strategy on sustainable development or sourcing	3	2	15	12	2	6	300%
OUTPUT Improved Business Practices	Number of Value Chain Actors with MoUs or funding agreement to invest, trade, and/ or provide services	5	6	10	12	4	15	250%
	Dutch companies	2	0		3	1	2	
	Non-Dutch companies	3	6		9	4	13	217%
	Number of Value Chain Actors reached with technical assistance (non-financial assistance)	7	15		20	5	26	173%
	Cooperative	6	10			4	15	150%
	Traders	1	3			1	11	367%
	Plantations		2					0%
	Number of diagnostic analysis finalised	3	4	7	7	6	8	200%
	SDM analyses		1					0%
	Other		3				8	267%
	Number of projects in IDH portfolio that are gender intentional						12	
OUTPUT : Change in field-level sustainability	Number of farmers who gained improved access to financial services	3,973	1,000	45,000	50,000	434	4,547	455%
	female		450				1,360	302%
	male		550				3,187	579%

Number of farmers gained access to inputs and technology, including ICT	3,973	6,000	45,000	50,000	2,632	11,763	196%
female		2,700	13,500			2,536	94%
male		3,300				3,803	115%
Number of farmers trained	16,506	20,000	65,000	75,000	17,031	44,417	222%
female	5,776	9,000	19,500	34,250	5,880	14,411	160%
male	10,730	11,000		40,750	11,151	30,216	275%
Number of agronomists, extension workers and experts trained	1,574	2,850	3,000	3,000	304	2,368	83%

9.4 Findings

9.4.1 Relevance

The ISLA programme in Vietnam is considered very relevant for Di Linh in Lam Dong and Krong Nang in Dak Lak, the two regions in which field work for this MTE was conducted. The key environmental issues according to landscape stakeholders include: overuse of pesticides, herbicides, and fertilisers (20 interviewees), soil/land erosion/degradation (12 interviewees), and extreme weather conditions leading to water shortages during the dry season and floods during the rainy season (9 interviewees)[51]. Deforestation was only mentioned as a key issue by two interviewees.

All interviewed landscape stakeholders consider the ISLA landscape approach as an effective way to address these issues. Among other things, they especially mention the relevance of the programme in relation to the farm-level. *"The landscape approach of ISLA helps farmers to produce coffee more sustainably and environmental friendly. They do not use herbicides (Glyphosate) anymore, and there is a reduction in use of pesticides and chemical fertilizers."* Moreover, improved income opportunities and livelihoods for farmers are mentioned as a positive aspect of ISLA activities. The general consensus by the interviewed stakeholders is that the field-level project activities match well with the needs of farmers. This is often attributed to the collaboration of public and private stakeholders involved in the landscape approach. All eight FDGs confirm these findings: *"I do actively participate in all the programme activities because they benefit me a lot". (..) "I do too, and even lots of farmers around my farm really want to participate in the activities."*

While all stakeholders consider the approach to by highly relevant, about one third of the **interviewed stakeholders also identify areas in which ISLA is working less well, according to them**. One issue that was mentioned several times during the interviews and the FGDs is that some communities benefit more from ISLA than others. "*Implementers tend to always work with the same commune and partners since it's harder to meet and create new relations*." Some stakeholders feel that regions with favourable conditions benefit more compared to regions/communes with difficult conditions and that are more difficult to access. However, IDH indicates that this might stem from the fact that the compact just recently has been expanded to the whole district (since mid-2022). Some stakeholders also mention the multi-stakeholder collaboration as a possible

[51] Other issues mentioned by landscape stakeholders are: decline in biodiversity (4), cutting down shade trees (4), water pollution (3), deforestation (2), and GHG emissions (1).

point for improvement. While the compacts are in place and are growing stronger, stakeholder alignment and coordination can still be improved, according to interviewees. While IDH instigated multiple communication campaigns around the compacts, communication about the landscape approach, the aims and how it works, is currently seen as limited by a number of interviewees. Another point mentioned by interviewees and in the FGDs, is that while the interventions and approach are seen as highly relevant for the communities in the Central Highlands, funding remains a limiting factor. A last point mentioned by several stakeholders is that they do not yet see the welfare/social security aspects of the approach materialised. A last point, mentioned during one of the FGDs, is that some farmers are reluctant to participate because they do not want to change their coffee growing practices.

The interviewees recognise the benefits of a landscape approach over a project-/commodity-based approach. The holistic and collaborative aspects of the landscape approach are seen as the primary added value of ISLA. "*In comparison to previous interventions or programmes, the landscape approach allows for the expansion of interventions over a vast geographical area with the engagement of several stakeholders.*" The inclusion of the local public sector is seen as a major advantage of this approach as compared to other approaches. Combining public and private resources from separate organisations and sectors towards the same goals and sharing information in a transparent manner, is seen as the main advantage. Moreover, as an interviewee from the private sector indicated: "*it is a huge chance for our company to reach a big and sustainable sourcing of raw materials of coffee beans well-matching the requirements of the global market.*"

9.4.2 Coherence

The ISLA programme brings coherence between otherwise separate activities and efforts in the landscapes. **Moreover, IDH is actively engaging with government on all levels—national, provincial and district level.** Policies of the government and programmes were reviewed during the landscape approach design phase, to improve alignment and coherence. The involvement of local authorities (and local leaders more broadly) in all aspects of field-level project activities—from design to implementation—is very much appreciated by landscape stakeholders. "*Local authorities take more actions in the landscape; such as meeting with the farmers to understand their needs, and are involved in discussions with other partners to detail the plans".* On provincial level, several new policies were developed that strengthen the operations of the compacts. At the national level, several agreements are signed, for example one between IDH, the Department of Crop Production and the Global Coffee Platform, on conducting baseline scenarios of green-house gas emission at the Compact level, with the goal to design and pilot a GHG measurement and reporting mechanism.

There is, however, scope for even more coherence with policies and decision- making at provincial and national levels. Provincial and national regulations are often mentioned by interviewees and in FGDs as a barrier for impact. On the national level, regulation by Department of Crop Production of Vietnam under MARD for approving new varieties of key perennials is mentioned as a barrier to impact, because projects cannot just introduce new coffee varieties to farmers. Moreover, with durian prices surging, farmers are inclined to chop down coffee trees and replace with durian trees to comply with the Chinese market's monocrop requirement. One of the requirements for durian areas to be considered for a planting area code by the Vietnamese government, which is needed to export to China, is that there is no intercropping, meeting the requirements of plant quarantine[52]. The ISLA programme is very aware of this issue and both public and private partners try to raise the awareness of farmers to avoid unsustainable and unplanned crop changes. However, IDH acknowledges this is a very difficult issue to tackle, and has the intention to intensify policy advocacy at the provincial and national level.

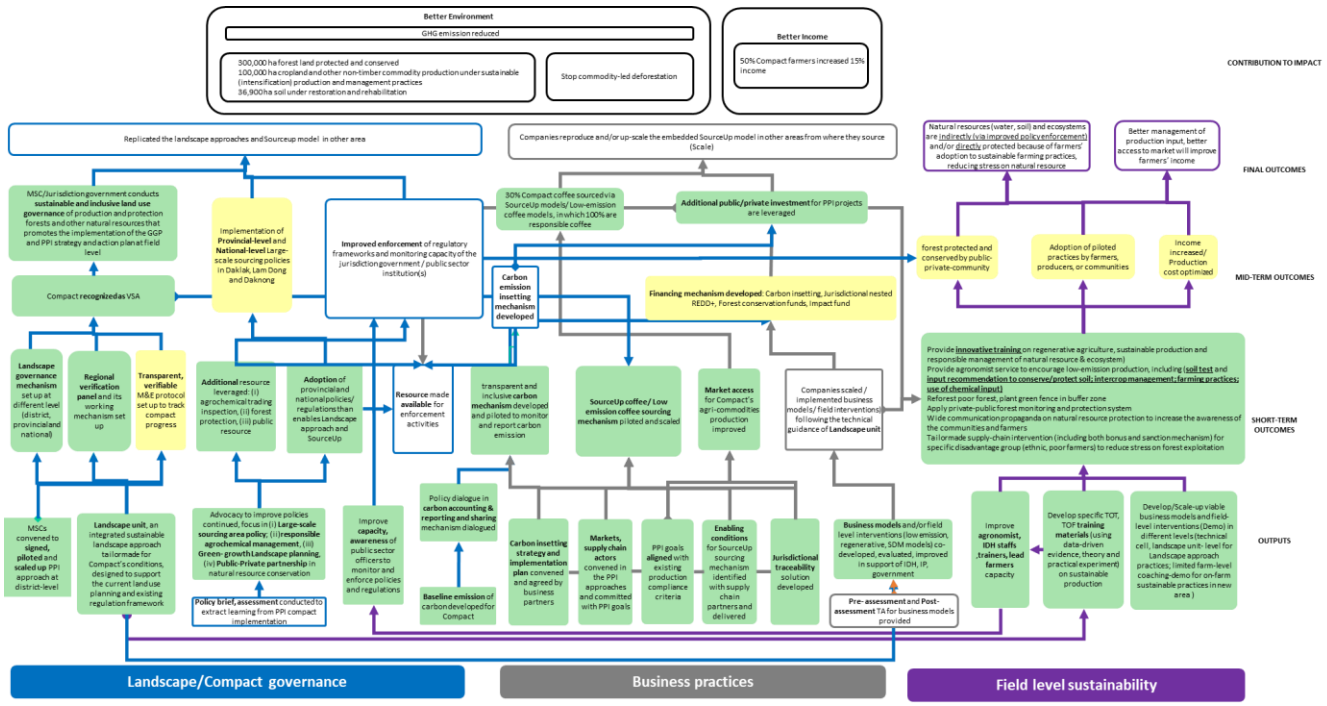
[52] https://vov.vn/kinh-te/dak-lak-khac-phuc-tro-ngai-day-manh-cap-ma-so-vung-trong-sau-rieng-post1024746.vov

9.4.3 Effectiveness

9.4.3.1 General effectiveness

The overall effectiveness of ISLA in Vietnam is assessed against the achievement of its output, short-term (planned 2021/2022) and mid-term outcomes (planned 2023) in the country-level ToC. ISLA Vietnam's ToC is very detailed and comprehensive. Figure 31 provides a summary of our assessment of the overall progress achieved by the programme so far. The colouring of the boxes is added by KIT to indicate whether an outcome is achieved (green), has partially been achieved (yellow), or has not been achieved (orange). Some areas could not be assessed due to lack of credible evidence (white). Assessment of outcomes and impact beyond mid-term outcomes falls outside of the scope of this MTE. Figure 31 shows that **ISLA in Vietnam has progressed quite effectively vis-à-vis its own ToC.**

Figure 31. Progress of ISLA in Vietnam against the country-level ToC (KIT, 2023)



9.4.3.2 Stakeholder perspectives gathered through Sprockler

Using an online Sprockler survey, stakeholders were asked to identify the most important change that has occurred in the landscape in the past four years. In Vietnam, six stories were shared by stakeholders, including from the private sector, community members, and the community authorities. Two stories are about agricultural productivity, the other stories are about the GGP, stakeholder collaboration, and natural resource management.

Sprockler quotes from Vietnam

"I was very happy to see that the landscape in my area is getting greener and greener and there are many kinds of fruit trees planted in the coffee gardens of farmers."

"Farmers in the area no longer use herbicides, but use a grass cutter instead."

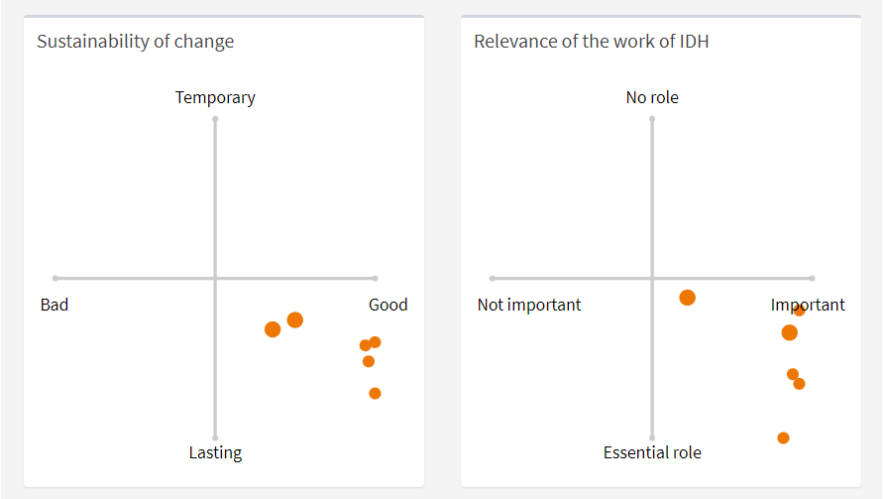
"Farmers' income has been no longer from only coffee. They can earn more money from the fruit trees intercropping in their farms."

"100% of the coffee produced in the pilot area is purchased at a higher price."

"We see that the participation and support from local authorities at all levels ,and the participation and coordination of communities, create favourable conditions for businesses to link to a region to source their raw materials."

All of the respondents indicate that the change they have described is "important", "good" and "lasting" (see Figure 4 below). When asked who contributed to these changes, respondents indicate a wide variety of stakeholders with most frequently communities and community leadership. The role of IDH in these changes is regarded as "essential" (Figure 32). The most valued aspect of the ISLA programme is considered the facilitator/convener role, the (co-)financial support, capacity building, and technical assistance. The stakeholders that were most often indicated to benefit most from these changes, include communities, women in the communities, and smallholder farmers.

Figure 32. Sprockler results on the importance and sustainability of the change and the role of IDH

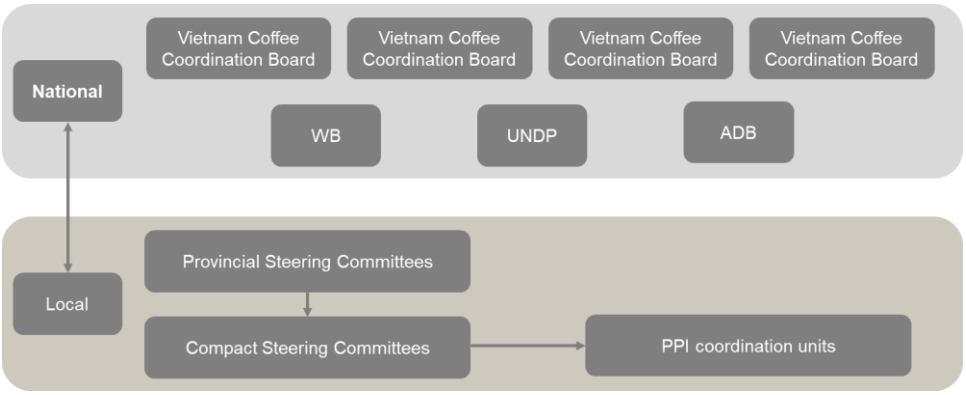


9.4.3.3 Landscape governance

The ISLA programme of Vietnam is on track regarding its achievements in the realm of landscape governance. By the end of ISLA phase 1 (2015-2020), three PPI compacts were initiated. In 2021, when the second phase of the ISLA programme started, IDH Vietnam established a new Compact in Cư Mgar, the largest coffee producing district of Dak Lak province, increasing the total number of Compacts in the Central Highlands to four. In that same year, COVID-19 lockdowns made it difficult for stakeholders to regroup and sign 2021-2025 Compact agreements, so of the four Compacts, Cư Mgar multi-stakeholder coalition signed the Letter of Intent in early April 2021, while the others had to delay this activity to early 2022. In 2022, however, a total of over thirty public and private partners and IDH signed multi-stakeholder MoUs, to officially formalise the four PPI Compacts in Lam Dong and Dak Lak provinces, committing to joint sustainability targets.

Landscape governance in ISLA Vietnam is aligned with decentralised state management duties, at national, provincial, and district (Figure 33).

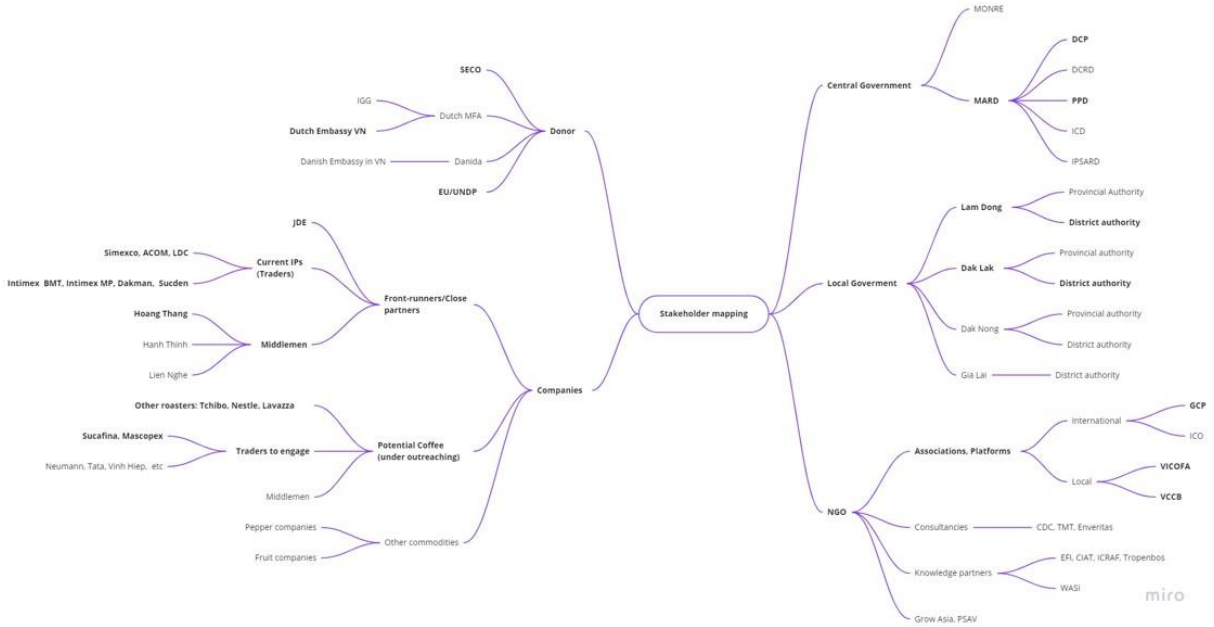
Figure 33. Governance structure ISLA Vietnam (source: IDH, 2023)



The interviewed stakeholders are very positive about the role of multi-stakeholder coalitions and PPI compacts in sustainable landscape governance. "*The coalition of stakeholders has carried out practical activities to promote landscape governance such as supporting the development of land use plans at village, commune and district levels as well as launching initiatives to promote sustainable landscape governance such as building and establishing a forest conservation and livelihood fund, building community conservation groups. The Landscape Zone Programme has also established community conventions in nature conservation.*" Stakeholders especially value the convening role of the programme in bringing together a variety of stakeholders, including farmers, government, companies, local communities, etc. to jointly work towards common goals (for an overview of stakeholders of the ISLA programme see Figure 34). Additionally, stakeholders indicate that ISLA has empowered the central role of commune-level authorities to support field-level projects. Moreover, it is felt that the programme is locally embedded, because the issues raised and solutions offered are region-dependent.

Interviewed stakeholders are also positive about stakeholder representation and participation in the programme. "*All different stakeholders work in close cooperation with each other to develop the sustainable strategy of growing coffee. In my commune, women are very active to participate in the field level projects*." Many stakeholders highlight the inclusion of women, vulnerable communities, and ethnic minorities. As one interviewee states: "*Within the framework of the programme, the number of women receiving technical training is increasing, which is unusual in other programmes.*" This is confirmed by both female and male farmers in the FGDs. Women feel their voice is heard and they are able to influence the programme. **However, stakeholders also find that a number of stakeholders are still missing**. Many interviewees (13) and also many participants in the FGDs mention the importance of including **input providers, especially organic fertiliser companies and bio-pesticide/herbicide companies**. Other missing stakeholders that are mentioned by interviewees are: **financial institutions, local coffee collectors/agents, fruit processors, investors for fruit-processing factory, and youth unions.**

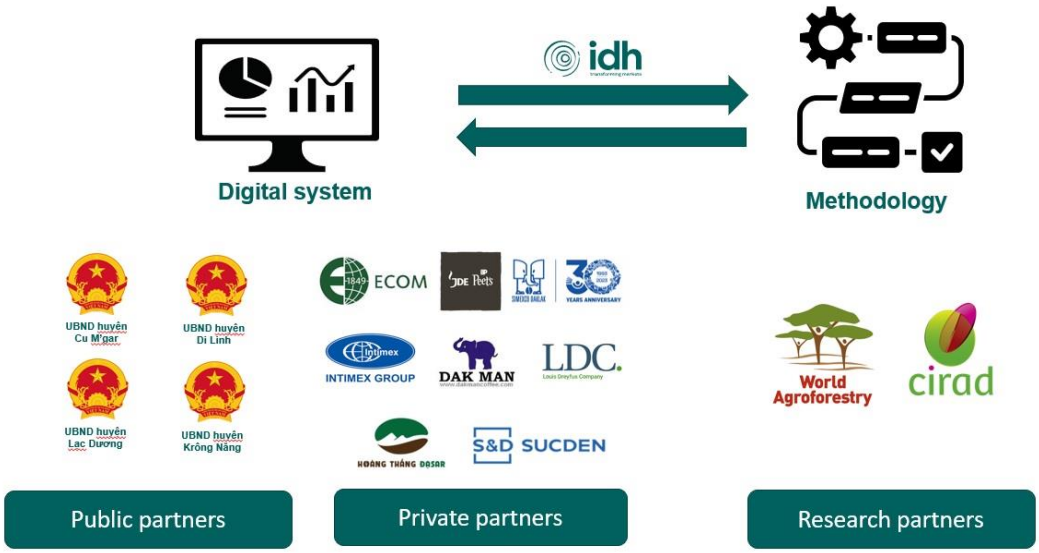
Figure 34. ISLA Vietnam stakeholder mapping (Source: IDH, 2023)



Local ownership of multi-stakeholder coalitions is indicated to be high. "*The landscape programme does not belong to IDH or Di Linh District People's Committee, but the Programme is produced by several stakeholders in the regional alliance*." Interviewees relate this to the fact that stakeholders have to co-invest and are not just "beneficiaries". "*Local representatives and farmers co-invest in the implementation of the programme".* "*The programme does not give money to farmers. Farmers need to pay for the seedlings (30-50%). They are responsible for the programme under the help of local authority."* IDH indicates that in addition many farmers fully invest in seedlings themselves. Moreover, the positive visible results of ISLA at farm level are said to increase local ownership.

ISLA Vietnam is in the process of finalising a very comprehensive, participatory M&E system covering both the landscape and the coffee programme of IDH Vietnam. It is being developed in collaboration with a large number of public, private, and research partners (see Figure 35 for the involved partners). On the input side the M&E system is designed to combine and integrate a variety of public and private data sources to come to a better measurement of outcomes and impacts. On the output side, the M&E system serves different purposes that makes it relevant to a multitude of internal and external stakeholders related to the landscape programme on multiple levels. Once the M&E system is fully up and running it is expected to provide validated information that can inform the decision-making processes of a variety of stakeholders.

Figure 35. Partners included in the development of the new M&E system (IDH, 2023)



Based on the above, an assessment of ISLA Vietnam against the ISEAL criteria for effectiveness in landscape governance was made (Table 28). ISLA Vietnam is assessed as scoring very positive against all five criteria.

Table 28. Governance assessment for the Central Highlands

Category	Desired outcome	Assessment
Engaged Stakeholders	Key stakeholders in the jurisdiction, including local government and producing enterprises, are actively engaged in the initiative and committed to any action plans and their stated outcomes	
Governance	Clear and transparent operating procedures define the legal standing of the initiative and the governance roles, responsibilities and decision-making for different stakeholders in that initiative	
Progress Framework	Sustainability impact goals or outcomes, timebound targets and milestones are defined for the jurisdiction and an action plan lays out steps to be taken to meet the milestones and outcomes	
Financing	The jurisdictional initiative has defined a budget and secured or identified resources sufficient for the ongoing operation of the initiative, including monitoring of progress	
Monitoring System	A framework is in place to monitor performance improvements in the landscape, in conjunction with the capacity to manage and analyse the data and accurately communicate the results	

9.4.3.4 Changes in business practices

Coffee and food companies are engaged and have become important co-funders of the landscape programme. By 2021, IDH Vietnam engaged with over 10 companies such as JDE, Nestle, ACOM, Dakman, LDC, Simexco, Sucden, Intimex and its member companies, representing a large market share (IDH reports over 70%) in coffee in Vietnam. In 2021, the PAN Group—a Vietnam-based agriculture and food company—and its affiliates decided to directly co-invest in the Di Linh Compact and collaborate with the Lac Duong Compact to explore high-value vegetable chain development. In 2022, JDE, LDC and ACOM co-designed and co-invested in two low-emission projects representing a total private investment of 1.2 million EUR, in addition to the Simexco project supported by the IDH Coffee Programme. **Projects with companies cover a number of activities**: from promoting regenerative agriculture practices via adoption and scaling of Service Delivery Models, to measuring

and reporting on carbon impact, and establishing traceability for linking carbon-related benefits with supply chains (for an overview of field-level projects, please see Table 28 below).

Companies are sourcing sustainable products from the landscapes. In 2021, Jacobs Douwe Egberts (JDE) publicly committed to source responsible coffee from the PPI compacts. IDH reports that the 2021/2022 volume of coffee sourced from the four compacts almost tripled compared to that of the previous production cycle. Together with local authorities, eight coffee companies contributed to strengthening the operation capacity of eleven cooperatives and six middlemen, so that these value chain actors can provide services to farmers at production or sourcing stages. As a result, a total volume of 124 thousand MT coffee (GBE) has been produced responsibly, 42% of which were purchased by partner companies in the crop cycle 2022/2023. The Compacts in Dak Lak also rolled out activities to engage fruit companies, which resulted in a total offtake of 3,600 MT fruit products in 2022.

Interviewed stakeholders at communal level are very positive about the adoption of landscape approaches by the private sector and the effects that are visible on field level. "*The number of farmers practicing sustainable farming has continuingly increased since they have been trained in the technical courses and it spreads to their neighbours*". Companies are also positive about the effect of the landscape programme on their sustainability and sourcing strategies. "*With the programme support, our coffee sourcing became more sustainable than in the past*". Access to local information and market demand for sustainable products are mentioned as the main enablers for changes in business practices. The main barrier that is mentioned by interviewees is related to farmers' (in)consistency in sustainable production.

9.4.3.5 Field-level sustainability

Vietnam has a large portfolio of projects, with eleven field-level projects currently ongoing (Table 29) contributing to a variety of field-level changes.

Table 29. Ongoing field-level projects under ISLA in Vietnam (KIT, 2023 based on IDH data)

Project	Partners	Aim	Key activities	Timeframe
Development of Cư Mgar VSA via promoting responsible agro-inputs management and low-carbon production **- Cư Mgar DPC PPI project -**	• JDE PEET'S • Sucden Coffee • Dakman • Intimex • Simexco • Nedspices	The project aims at leveraging public and private sector collaboration to develop Cu Mgar district towards a Verified Sourcing Area by 2025 via the Production-Protection-Inclusion approach. This includes conservation of 11,000 ha forestry land and district-wide soil and water resources, responsible production for coffee and intercrops over 37,000 ha of agriculture land and improved income for 20,000 household.	Compact level: • Awareness raising and communication for improved production and promoted access to market • Conservation and protection of forest resources • Conservation of water resources Community level: • Landscape Unit design and technical guideline development • Sustainable intercropping system management • Capacity building for farmers • Supply chain linkage and traceability	from 1/1/2022 to 31/12/2025
Promoting PPI approach for low-carbon production and food safety compliant Compact	• JDE • Eakiet Fair Agriculture Service Co-operative • CudlieMnong	Objective 1: Sustainable production of coffee and intercrops & reduction of carbon emission with regenerative agriculture approach achieved in 80% of the project coffee area Objective 2: Natural resources (forest – water – soil) are well	• Communication & Capacity building for trainers & farmers via meetings, workshops, training of trainers, training of farmers & innovative training module • Promote access to quality agro-inputs & facilities for proper intercropping & agrochemical	from 6/1/2021 to 31/12/2025

- Dakman Cu' Mgar project	Fair Agricult. Co-operative • Tan Phat Fair Farming Co-operative and Services • Eakiet Communal People's Committee • CudlieMnong Communal People's Committee • Eatar Communal People's Committee	conserved Objective 3: Improving the income of farmers in the 3 communes	management, surface water application & coffee rejuvenation • Deliver services to farmers (SDM) & improve sourcing mechanism via strengthening & engaging farmers groups/cooperatives	
Regenerative Agriculture SDMs & PPI approach for low-carbon production & improved small-household livelihood **- Sucden Cu Mgar project**	• Jacobs Douwe Egberts • People's Committee of Cu Mgar District • People's Committee of Cu Mgar Commune • People's Committee of Quang Hiep Commune • People's Committee of Ea Mroh Commune	Contributing to the improvement of livelihoods through the farmers' efficient production in the project area; develop and implement a regenerative agriculture/agroforestry system to create agricultural products that are produced responsibly through conserving natural resources, reducing carbon emissions and waste of agricultural production; form a transparent supply chain of high-quality products. As a result, the project will partly contribute, together with other communes in Cu Mgar District, to forming a verified sourcing area at district level.	• Establishing an alliance of production areas, regenerative agriculture & landscapes intervention design & monitoring system • Raising awareness, knowledge and capacity building for extension officers and farmers • Forest, soil & water resources protection & conservation • Promoting innovative SDMs & sourcing mechanism via farmers production groups/cooperatives, to incentivize & complement sustainable production practices	from 6/1/2021 to 31/12/2025
Di Linh District PPI Compact Administration Project - **Di Linh DPC PPI project**	• Jacobs Douwe Egberts (JDE) • PAN Group • Bich Lien Private Company • Di Linh Forest Protection Department • Sucafina Vietnam Company Limited (Sucafina Ltd)	Contributing to the success of scaling- up to make Di Linh Compact be recognised as a showcase of Verified Sourcing Area on SourceUp platform with 82,501 ha of forestry and 67,209 ha of production land that adapts to and mitigates climate change impact (Better Environment) and provides 37,000 households with improved and more sustainable livelihoods (Better Income).	• Strengthen the PPP management governance and monitoring mechanism for the Di Linh Compact to scale up the sustainable inclusive land use governance covering 82,501 ha forest and 44,500 ha coffee area • Leverage investment and alignment from public/private sector to scale up the sustainable low-emission coffee production and embedded it in private sector as sourcing/production models. • Build and enhance capacities of knowledge and skill related to landscape approach and landscape unit intervention methodology.	from 1/1/2022 to 31/12/2025

			• Protect the existing forest areas (82,000 ha) and increase the forest cover from 52% to 53% • Build the water collection points to increase the use surface water for irrigation and protect the natural water sources out of irrational exploitation and pollution • Apply sustainable production and soil conservation following regenerative agriculture approach, including proper farm diversification and soil health management techniques. • Strengthen supply chain linkage via Service Delivery Models and improve jurisdictional sourcing transparency for better market access of coffee and intercrops • Design and pilot a jurisdictional carbon monitoring framework that sets the ground for a transformative carbon investment model	
Regenerative Agriculture and Livelihood Improvement in Sustainable Coffee Landscapes – **ACOM Di Linh and Lac Duong project**	• JDE Peet's • IDH • CIRAD • Western Highlands Agriculture Research Centre (WASI) • Global Coffee Platform - Switzerland (Ha Noi - Viet Nam)	Improving sustainable farming practices towards income increase and emission reduction of Robusta & Arabica coffee production in the target communes including Tan Lam, Tan Thuong and Dinh Trang Thuong of Di Linh district and Dung K'No of Lac Duong district, Lam Dong province	• Improve the link of coffee producer's investment to market. • Promote the regenerative agriculture application in agricultural areas toward carbon emission reduction. • Improved the capacity and awareness of key agriculture partners and farmers.	from 10/2022 to 12/2025
Landscape approach in coffee production towards sustainability & reduced Carbon emission – **Intimex My Phuoc Di Linh project**	• Jacobs Douwe Egberts • Di Linh District People's Committee • Han Vinh Coffee Limited (Middlemen)	To develop responsible sourcing area of coffee and intercrops over 8,192 ha of farmland while protecting and conserving forest, water and soil resources and improving livelihood for 6,871 households in 4 communes of Hoa Bac, Hoa Nam, Hoa Trung and Hoa Ninh, contributing to develop Di Linh Compact to become Verified Sourcing Area by 2025 via adoption of SourceUp mechanism, PPI approach, Regenerative Agriculture methodology and Service Delivery Model.	• Building capacity for 120 ToT, group leader and 13,850 farmers • Forest protection and water conservation • Regenerative Agriculture application for soil conservation – including agro-input optimization and nature-based coffee farms • Strengthening sourcing and supply chain of responsible production and transparent traceability system promotion	from 6/1/2021 to 31/12/2025

Decarbonization and Regenerative Agriculture in The Central Highland of Vietnam- **LDC Di Linh project**	• Jacobs Douwe Egberts (JDE PEET'S) • Syngenta Vietnam Limited • Global Coffee Platform (GCP)	To promote decarbonization, responsible sourcing in coffee production and income generation through regenerative agriculture and landscape interventions for 11,150 farmer householders, on 17,840 ha in PPI compact Di Linh and other targeted areas in Lam Dong, Daklak, Daknong and Gialai by end of 2025.	The project will identify target for carbon emissions reduction and sequestration based on the Robusta carbon footprint baseline conducted with the support from IDH, JDE and USAID in the Central Highlands of Vietnam. - 75% of the coffee production under the project will be verified or certified and sold as responsible sourced coffee via Source up and/or other RS certification/verification schemes, such as the 3rd party programmes that are considered equivalent to GCP Baseline common code. - 60% of the project householders will increase income by 10%-15% thanks to adoption of regenerative agricultural practices, which will reduce production costs, and provide income diversification.	from 9/1/2022 to 31/12/2025
Promoting the application of regenerative agriculture, reducing carbon emissions in sustainable landscape coffee production – **Simexco Krong Nang project**	• JDE PEET'S • People's Committee of Krong Nang District • People's Committees of three communes • Local Agents	Conserve soil and water resources Sustainable production To increase incomes for farmers in the project area	Promote low carbon production of coffee and intercrops in the 3 project communes, ultimately linking farmers income improvement with responsible utilization and protection of natural resources. Regenerative Agriculture methodology, PPI approach will be applied in this project, while successful models of SDM and PPP in the pilot phase shall be replicated at a cost-effective rate. The project will adhere to the multi-stakeholders commitment for Krong Nang Compact 2021-2025 sustainability targets, moving towards becoming a Verified Sourcing Area (VSA) by 2025.	from 1/1/2022 to 31/12/2025
Development of a Verified Sourcing Area (VSA) in Krong Nang district through landscape approach, agro-chemical control and carbon emission reduction – **Krong Nang DPC PPI project**	• Jacobs Dowe Egberts (JDE PEET'S) • Companies: Simexco, Nedspices; Hương Cao Nguyên	Developing Krong Nang district on environmental and socio-economic targets to become Verified Sourcing Area (VSA) by 2025 in line with SourceUp mechanism, over a scale of 23,132 ha of coffee, 3,665 ha of pepper and 5,167 ha of fruit trees, 8,108 ha of forest (of which: 5,675 ha of natural forest and 2,433 ha of planted forest). Ultimately, the programme will focus on (i) Resource conservation over minimum 85% of the farmland and 100% of the forest resources by adoption of responsible production practices and (ii) Income stability and improvement for 42% of farmers in the programme area by 15-20% through promoting agricultural and	PPI Compact - district level • Organisation of events and the communication campaign • Resource conservation • Monitoring and Evaluation and pilot a jurisdictional carbon monitoring framework that sets the ground for a transformative carbon investment model Project level - commune level • Land and water resources conservation • Sustainable production	from 1/1/2022 to 31/12/2025

		potentially financial services, reducing production costs, improving product quality, increasing incomes from intercropping, and strengthening market access.		
Promoting Service Delivery Model in Arabica Supply Chain toward a sustainable and deforestation-free landscape – **Hoang Thang Lac Duong project**	• Lac Duong People Committee • Jacobs Douwe Egberts • Louis Dreyfus Company Vietnam Trading and Processing Company Limited.	Promoting sustainable production practices and viable business cases of 2,100 local farmers over 2,200 ha of coffee and intercrops, for farmers' income increase and stability in harmonization with forest and natural resources conservation. This goal is expected to be delivered via better farmers access to technical and financial services, input materials through relevant SDMs, strengthened value chains and improved access to markets.	• Strengthen cooperatives and farmers group for establishing 3 SDMs on inputs, credits provision and sourcing • Collaborate with Lac Duong DPC project to build capacity and raise awareness for farmers • Enhancing social inclusion and other livelihood models for farmers' income improvement	from 1/1/2022 to 31/12/2025
Lac Duong District PPI Compact Administration Project – **Lac Duong DPC PPI project**	• Acom • Hoang Thang • SNV Café	Developing - 73,000 ha of forestry to be deforestation-free sustainable landscape through strengthening the PPI compact in the whole district of Lac Duong based on green growth and sustainability. Supporting 5,000 ha of cropland including coffee and vegetables to be resilient to climate change (Better Environment) and sustain the 1,500 households' livelihoods (Better Income). Beside the better environment, project farmers applying the advanced intervention practices from regenerative agriculture approach can significantly reduce the amount of fertilizer and chemicals used, thereby reducing production costs while coffee yields are still stable to ultimately increase their overall income. In addition, income from exploring non forest timber products for ethnic people, who are participated into forest protection and restoration areas can be increasingly generated.	• Leverage investment and alignment from public/private sector to scale up the sustainable coffee production and embedded it in private sector as sourcing/production models • Improve knowledge and skill capacities on landscape approach and landscape unit intervention methodology • Protect the existing 73,000 forest areas and water conservation for 5,000 ha cropland • Design and pilot Sustainable Forest Protection and Livelihood Fund (SFPLF) under the DPC management • Apply sustainable production and soil conservation practices • Strengthen supply chain linkage via Service Delivery Models and improve jurisdictional sourcing transparency for better market access of coffee and intercrop tree • Design and pilot a jurisdictional carbon monitoring framework that sets the ground for a transformative carbon investment model	from 1/1/2022 to 31/12/2025

These field-level projects contribute towards the PPI targets. Field level projects are initiated with companies as well as with local governments. The engagement of government at commune level is considered essential to trigger active participation, ownership and leadership of other stakeholders within the landscapes. IDH reports that over 160,000 ha forest, 133,000 ha of farmland (116,700 ha of coffee, 8,500 ha of pepper and 8,300 ha of fruit) are covered by these projects. Regarding forest protection, 181 ha of forestry area were newly planted,

440 ha were reforested or increased forest cover, and 2,000 shade trees were planted. Additionally, more than 1.8 million EUR has been leveraged to upgrade existing ponds, dams, directly improving access to water for 4,212 farmers.

IDH reports in ISLA's annual report 2022 that 2,064 trainers and 30,205 farmers (of which 32% are female) have been trained in the period of 2021-2022. The training topics ranged from forest protection, soil and water conservation, intercropping/agroforestry techniques to agro-input management, work safety, harvesting and post-harvesting techniques. To complement the capacity building agenda, over 800 soil tests were conducted to guide farmers on precise fertilization and composting with close technical support from farm coaches. To promote green cover within farmland, 6,343 farmers have increased the number of crops, 55% of which received direct support from the programme with 200,000 intercropping seedlings provided, and the remaining adopted on their own expenses. Moreover, the programme supported the rejuvenation of over 1,000 ha of aging coffee plantation. 2022 saw a sharp decline in glyphosate residue in coffee produced in the compacts under the momentum of previous years' collective efforts, with 99% of the test samples being well below EU maximum residue levels of 0.1 mg/kg.

Some partners, however, have been struggling with implementing activities. For example, IDH reports that Dakman company found it difficult to gather enough farmers in training classes as designed initially in the project proposal as Cu Mgar farmers were overloaded with trainings; or to ensure quality of the agri-teams they set up due to complications on financial procedures. IDH addressed this issue by guiding them to move to Farmer Coaching Visits—a more flexible measure that can be tailored to fit the training needs of individual farmers. An FDG participant indicated a trust issue with Simexco. "*A few farmers have not trusted the programme since the implementer, SIMEXCO, collected the soil samples from their farm for soil analysis, but they have never heard about the result of the soil analysis*". Another issue mentioned was that in the project with ACOM seedlings and fruit trees came too late in the rainy season. However, considering the large amount of field level projects and stakeholders interviewed, these issues can be considered few.

Interviewed stakeholders and FGD participants primarily report about the positive effects they see at field-level. They report that the support of ISLA's field level projects related to seedling subsidies has encouraged farmers to diversify their coffee plantations with several types of crops including durian, avocado, persimmon, mulberry, macadamia, etc. This seems to benefits farmers since they now have multiple income sources. "T*he intercropping model helps farmers not only ensure benefits from coffee trees but also still have food sources and increase income. Our commune has successfully applied the mulberry intercropping model increasing income for women who have previously found it difficult to do manual labour*". Moreover, there are some positive comments that highlight an important role of ISLA's technical support on applying good agricultural practices (GAP) to sustainably produce coffee. Instead of using herbicide (Glyphosate in particular) to manage the weed, farmers now use a mechanised solution to maintain the grass layer protecting the soil from erosion and improving soil health. This avoids chemical toxic contamination of coffee beans. IDH reports on the basis of research conducted by a local consultant that 99% of the coffee produced in the four Compact areas are now free of glyphosates.

When FGD participants were asked what was missing from the current projects, several issues came up: replanting aging coffee plantations; create market demand for fruits that are produced as a result of intercropping; create better access to inputs; extend training to wider set of communities.

9.4.4 Impact

9.4.4.1 Programme impact

The ToC of ISLA Vietnam defines the final impact to be achieved under the two broad areas "better environment" and "better income". IDH Vietnam understands "better environment" as: (i) upscaling the protected/conserved forest and forest land area to 300,000 ha, (ii) upscaling the cropland and other non-timber commodity production area under sustainable (intensification) production and management practices to

100,000 ha, (iii) Restoring and rehabilitating 36,900 ha soil, (iv) preventing commodity led deforestation, and (v) contributing to the reduction of carbon emission from coffee production and increase off carbon removal. Regarding "better income", IDH Vietnam expects that the programme would enhance the income for 50% of target farmers with a 15% increase.

While it is too early on in the programme to already expect impact in all of these areas, IDH reports that the number of ha of forests covered by PPI governance already exceeds the targeted impact for 2025 at the end of 2022. **Considering the progress of ISLA Vietnam vis-à-vis the ToC combined with early signs that the programme is likely to scale up, reaching the targeted impact in 2025 becomes likely**. There are for example commitments made on the national level to scale up sourcing for a variety of products. Moreover, the large majority of interviewed stakeholders and focus groups indicate they already experience a positive impact in the landscape both in terms of environmental improvements as well as in terms of better income.

Our interviewees see incoherence with provincial and national regulation as the biggest barriers to impact. Also, the lack of market demand for fruit products is mentioned quite often as a potential barrier towards impact. The lack of investment capital is also mentioned often in this context.

9.4.4.2 Forest cover change

Based on the Hansen Global Forest Change dataset, the four compacts were analysed for their tree cover change during the period 2000-2022. The results in Table 30 show that tree cover loss is still ongoing in all four areas . However, this tree cover loss might include plantation forests, so it does not automatically mean that primary forest was lost during this period.

Table 30. Overview of tree cover change in Vietnam. Area values are in kha (1 kha = 1,000 ha) (KIT, 2023)

		Forest area		
	Area	**2000**	**2021**	**2022**
Cumgar	82.6	33.3	27.5	27.0
Di Linh	162.3	121.7	112.6	112.4
Krong Nang	61.2	21.1	18.6	18.5
Lac Duong	131.3	121.8	115.8	115.6

9.4.5 Sustainability

ISLA Vietnam is well-embedded in public as well as private networks, which makes the sustainability of the approach likely. Field-level projects are both aimed at addressing environmental concerns, as well as contributing to increase incomes, which incentivises producers to remain engaged. A continuing market demand for sustainable products from verified sourcing areas is likely to sustain the involvement of coffee companies as well as the introduced sustainable practices on commune level. IDH Vietnam is aware of the importance of a well-designed exit strategy. They posit that it is crucial to engage and build awareness and capacity of state officials of all levels, in all relevant disciplines, for a long-term, sustainable impact of the programme. Stakeholders confirm that while engagement at the commune/district level is already going well, strengthening engagement with policy makers at the provincial and national level is crucial for the long-term sustainability of the programme.

Stakeholders indicate in the Sprockler survey (see Figure 36) that they think the observed changes in the landscape will last without the support from IDH. Also in the interviews stakeholders posit that they think the PPI compacts/MSCs will be sustained without direct support from IDH as the approach is in the interest of all stakeholders involved.

Figure 36. Answer to the question in Sprockler: "will the change last without IDH."

9.4.6 Strategic learning

Replication of ISLA achievements in other landscapes and by other organisations is already visible in Vietnam. For example, the EU-funded project "Integrated sustainable landscape management through deforestation-free jurisdictions" in Lam Dong and Dak Nong province (or also known as iLandscape project) with a total investment of 5 million EUR was launched and approved by provincial authorities by end of 2022. Under this umbrella, IDH's landscape approach was introduced to Dak Nong province and two local districts, which are preparing data analysis for 2025 priorities setting and Compact establishment in 2023. In Dak Lak, a proposal for large-scale coffee and intercropping sourcing areas, covering 100% of the provincial farmland (around 200,000 ha), is under development, under the leadership of the Provincial People's Committee and with support from the Institution of Policy and Strategy for Agriculture and Rural Development, IDH and JDE.

9.5 Conclusions and recommendations

The ISLA programme in Vietnam is well established and IDH is involved in a variety of interconnected, mutually reinforcing activities that contribute to the steady progress of the programme vis-à-vis the ToC. The main strengths and weaknesses identified can be found in Table 31. While the assessment of the programme in Vietnam is very positive, the weaknesses are outnumbered by the strengths of the programme.

Table 31. Strengths and weaknesses of the ISLA programme in Vietnam (KIT, 2023)

Strengths		Weaknesses	
1.	Active role of local authorities (commune level) in carrying out field-level project activities	1.	Stakeholders feel that some actors are missing from the MSC/PPIs: - Organic fertilizer and bio-pesticides companies - Local coffee collectors
2.	Participants in FGDs and KIIs within Krong Nang and Di Linh landscapes view ISLA as an effective way to address the agricultural production and environmental needs for these two landscapes in Central Highlands of Vietnam.	2.	Stakeholders feel that the connection with government at provincial and national level could be strengthened
3.	Landscape-scale M&E system that is currently in preparation, potentially providing solid data enabling the monitoring of field-level and landscape-level progress		
4.	Committed buyers that source products from the landscapes		
5.	Replication of ISLA approach beyond the Central Highlands		

The potential areas for improvement of ISLA Vietnam are related to the two identified weaknesses:

1. Extend the stakeholder groups included in the multi-stakeholder coalitions by including:
    a. Organic fertiliser and bio-pesticides companies
    b. Local coffee collectors

Including these stakeholders can improve access to sustainable inputs by farmers, supporting them further in sustainable coffee production.

2. Strengthen the relations with government at national and provincial level to further improve alignment and coherence and further increase the chance for reaching impact at scale.

10 Strategic learning

This chapter addresses the strategic learning questions regarding the extent to which IDH has been able to replicate and scale outcomes beyond the direct intervention landscapes (Section 10.1); the extent to which IDH is facilitating cross-learning between landscapes (Section 10.2) and shares learnings and findings with their network of partners (Section 10.3); and the extent that the approach has been replicated or scaled by other organisations (Section 10.4). The assessment uses the analyses presented in the country chapters and additional information provided by IDH on learning activities to come to a programme-level assessment.

10.1 Replication and scaling beyond direct intervention landscapes

Replication and scaling beyond the landscapes are ambitions in the ISLA ToC that are expected to materialise in the mid- to long-term of the programme (2023-2025). This means that this MTE, which focuses on the 2021-2022 period, should assess to what extent one can *expect* these mid- to long-term outcomes to materialise. The ISLA ToC particularly assumes that the replication and scaling will happen through changed business practices beyond the direct interventions in the landscape. Through involvement in MSCs and collaboration in field-level projects, companies are expected to learn and change their behaviour in other parts of their supply chain.

In some landscapes there is still limited effect on business practices *within* the landscapes, making it less likely that ISLA will influence business practices *beyond* the landscape. In the **South-West Mau Forest**, the tea companies are very engaged and are important co-funders, but they do not centre their sourcing strategy around the landscape approach and have not changed their practices as a result of the programme. Also in the **Cavally** landscape, it is not evident that companies have changed their business practices as a result of the programme. Here it has been difficult to build partnerships with companies for co-funding field-level activities. Moreover, it is unclear how the one field-level project with a private company, Olam, is influencing business practices (another project is with a cooperative union).

In the case of the **Grand Mbam** landscape in Cameroon, there is also no change observed in business practices, as the field-level projects are still in their start-up phase. However, there is a concrete idea of how the projects can influence the practices of cocoa traders and there is a potential business case for upscaling. With the new EU deforestation legislation there is a risk that companies disengage from sourcing areas with a high deforestation risk, such as community forests which are not legally protected. The idea is that through the compact agreements and the type of holistic field-level projects co-financed by ISLA, companies can *address* the high deforestation risk, such that companies can stay engaged, hence mitigating the negative impact that disengagement would have on smallholder farmers. Lessons can also feed back into the national-level platform on cocoa. To facilitate this, there is an impact study foreseen to capture the effects of one of the projects.

For the **Dembel Shalla sub-basin** in Ethiopia and **West-Kalimantan** in Indonesia, some signs of business practice change can be observed through company involvement in MSCs and field-level projects, but no concrete changes in business practices that go beyond these activities. There are, however, some signs, of increased awareness of environmental issues and some signs of learning how to address these issues through multi-stakeholder collaboration. Private actors in West Kalimantan indicate that they *consider* replicating successful interventions piloted in field-level projects in other parts of their operations.

There are two cases where substantial scale can be observed, and potential for further scaling exists, in terms of business practice change. The first one is the *Sustainable Production of Calves programme* in **Mato Grosso**, Brazil. The project started in Juruena Valley (with NICFI funding), then expanded to Araguaia Valley and most recently to the Pantanal, another ecological zone (both with ISLA funding). Within the scope of the co-financing, 557 cattle farmers are targeted with a potential impact on 255,996 ha of farmland area and 153,532 ha of conservation area. The combination of high demand for deforestation-free meat, involvement of nation-wide

operating meat packers and the launch of the Protocol for the Sustainable Production of Calves indicates that there is *potential* for country-wide uptake.

The second case is from the **Central Highlands** in Vietnam. In 2021, Jacobs Douwe Egberts (JDE) publicly committed to sourcing responsible coffee from the PPI compacts. IDH reported that the 2021/2022 volume of coffee sourced from the four compacts almost tripled compared to that of the previous production cycle. Together with local authorities, eight coffee companies contributed to strengthening the operation capacity of eleven cooperatives and six middlemen, so that these value chain actors can provide services to farmers at production or sourcing stages. As a result, a total volume of 124 thousand MT coffee (GBE) has been produced responsibly, 42% of which was purchased by partner companies in the crop cycle 2022/2023. Companies' management also indicates the landscape programme is influencing their sustainability and procurement practices. Important enablers identified are market demand and access to information. In Dak Lak, a proposal is being developed for large-scale coffee and intercropping sourcing areas, covering 100% of the provincial farmland (around 200,000 ha), under the leadership of the Provincial People's Committee and with support from the Institution of Policy and Strategy for Agriculture and Rural Development, IDH and JDE.

To conclude, ISLA has been successful in changing business practices *within* landscapes to the extent that companies participate in MSCs, commit to PPI Compacts and co-fund field-level projects. There is less evidence that this led to a change of business practices *beyond* these activities. The exceptions are the examples from the Central Highlands in Vietnam and Mato Grosso in Brazil. In the case of Brazil, it is the upscaling of a field-level project. In Vietnam, it is the adoption of a landscape-based sourcing model by one of the largest coffee companies in the world. In Cameroon, business practice change beyond the field-level projects cannot be observed yet, but there is a clear idea of how the field-level projects can demonstrate a business case for companies to invest in a holistic landscape approach. For the other four countries, we see limited business practice change and no clear business case that could be adopted at scale.

10.2 Cross-learning within IDH

The second strategic learning question is about how IDH is organising knowledge exchange between IDH landscapes. Several channels of knowledge exchange *within* IDH can be discerned.

Internal learning happens *within* country teams: experiences in one landscape are used to expand the approach to other landscapes in the same country. The lessons learned in Mato Grosso, for example, enabled IDH to develop similar PCI Compacts in Pará, Maranhão, Pernambuco, Paraíba and Rio Grande do Norte. In Côte D'Ivoire, IDH staff indicated that they are taking lessons learned from the PPI Compact in Cavally for the aspired compact in Mont Peko, including efforts to engage the private sector from the beginning, rather than hoping for buy-in at later stages. In Indonesia, the Aceh landscape is making use of ISLA experiences in West Kalimantan. However, due to the high turnover of staff and the discontinuation of cross-landscape coordination meetings after 2021, IDH staff indicates there has been less opportunity for building on previous experiences.

Also *within* landscapes, IDH is learning and consciously building on previous experiences, particularly when multiple compacts are being developed in a landscape, such as in the Central Highlands, Mato Grosso, and Grand Mbam. In the Grand Mbam landscape, strategic learning between stakeholders is also facilitated. Through a consortium of mayors of Mbam and Kim there is an opportunity for mayors (important stakeholders in the jurisdiction) to learn from the experiences of jurisdictions where compacts are already (being) established.

Finally, there is ongoing exchange between IDH teams in different countries. These efforts for knowledge exchange require more facilitation due to the physical distance that needs to be bridged. There are monthly online meetings organized by the Global Landscape teams and the African Landscapes team. In Asia, there have been three online learning sessions among the Asian teams on specific topics, such as the question of how to achieve impact at scale. There has also been a conscious effort to make sure country teams meet with their regional counterparts in Asia, Africa, and Latin America. For example, Brazil and Colombia have organised in-

person meetings between the two teams. Yearly face-to-face meetings are organised in Asia and Africa. A tangible result of this interaction is that the PCI model of Mato Grosso state was implemented in three departments in Colombia: Huila, Cesar and Magdalena. Lastly, there is some interaction between the landscape business unit and other business units. This comes in the form of strategic advice and support, mostly on an ad-hoc basis. Examples include support to the Textiles and Manufacturing unit on how to implement a landscape approach in cotton production areas and to the Agri-Commodities business unit for applying a landscape approach under the Sustainable Vanilla Initiative.

10.3 Knowledge exchange in IDH's external network of partners

IDH facilitates knowledge sharing and exchange within their network of partners through at least four different channels. First, IDH actively participates in events and workshops all over the world, e.g. the COP 26 event on Mato Grosso and the World Economic Forum, and events organised by IDH itself, such as the IDH and Partners Annual meetings in Brazil.

Second, IDH is an active contributor to a number of platforms that foster learning on landscape approaches. A tangible example is the contribution by IDH to the ISEAL working group "Landscape and Jurisdictional Practitioner Community" which led to a position paper that identifies the criteria of a "landscape investment or action."

Third, IDH shares knowledge through publications. This includes brochures, website and social media posts, videos and infographics to inform the general public about the overall PPI landscape approach developed by IDH or particular elements of the approach in a specific country (e.g., a two-pager on the Roadmap to Deforestation-free Cocoa in Cameroon). It also includes more specific reports, briefs, and papers. For example, together with Proforest IDH drafted a paper with recommendations for modifications of the EU deforestation regulation.

Finally, there is learning through collaborating with external partners within the landscapes. For example, IDH collaborates with GIZ and Earthworm Foundation in the Cavally landscape, both of which are signatories of the MoU, and there is frequent sharing of experiences. In Cameroon, WWF and IDH are both leading the implementation of a landscape programme—WWF is active Djoum-Mintom—and have committed to sharing lessons and experiences and supporting each other. Initially WWF was also supported by IDH through seed funding to support the scoping of their work.

10.4 Replication and scaling by other organisations

This section assesses the extent to which the IDH landscape approach is influencing other organisations—governments, international organisations, and NGOs—to replicate or scale the IDH approach, potentially through the sharing of knowledge as described in the previous section. It is difficult to establish a causal contributory role of IDH but there is some indication that the unique landscape approach by IDH—combining the convening of multi-stakeholder coalitions and co-financing of sustainable projects in the landscape—has inspired others to replicate or scale (elements) of the IDH approach. There are, however, large differences between landscapes and the causal link is, in most cases, ambiguous.

For the **Dembel Shalla sub-basin** and **West Kalimantan** there are no clear signs of replication. Moreover, activities in the **Dembel Shalla sub-basin** and **South-West Mau forest** are confined to a relatively small sub-area in a bigger ecological zone. Scaling up activities in the broader zone was not possible due to a lack of funding and limited potential for private-sector engagement. In Kenya, Rhino Ark, an ISLA partner, has developed a multi-stakeholder coalition in another region and might have taken inspiration from the ISLA approach. In Côte d'Ivoire, replication *may* happen through IDH's role in the national-level Cocoa & Forests Initiative (CFI), which explicitly acknowledges landscape approaches as a way for companies to meet their zero-deforestation commitments. IDH and the World Cocoa Foundation are in the process of facilitating discussions

to get companies involved in forest protection through landscape approaches in the CFI's five priority regions (Cavally is one of them).[53]

In the other landscapes scaling and replication by other organisation is more concrete. In the **Grand Mbam** landscape, the Central Africa Forest Initiative (CAFI) has opened a call for proposals for US$ 20 million for integrated landscape management, better land use planning, and sustainable coffee and cocoa production to be implemented in the greater Mbam landscape. While ISLA activities did not directly lead to this call for proposal, it is very plausible that the call for proposal was in part inspired by ISLA.

In **Vietnam,** besides the upscaling efforts in Dak Lak described in Section 10.1**,** there is a replication of the IDH approach via the EU-funded project "Integrated sustainable landscape management through deforestation-free jurisdictions" in Lam Dong and Dak Nong province (also known as iLandscape project) with a total investment of 5 million EUR. The investment was launched and approved by provincial authorities by the end of 2022. Under this umbrella, IDH's landscape approach was introduced in Dak Nong province and two local districts, which are preparing data analysis for 2025 priorities' setting and Compact establishment in 2023.

In **Brazil,** the adoption of the PCI/Green Growth Plan as a state policy is allowing for a state-wide approach, providing opportunities for scaling up, particularly because private companies working in a larger area are involved. The PCI Institute, established in 2019 with support from IDH, plays an important role in landscape governance, as its tasks include liaison, coordination, policy development, fundraising, development and monitoring of programmes, and development of standards and indicators. Throughout 2021-2022, the Institute played an important role in establishing new initiatives, such as the TA facility for the ABC+ Plan and expanding the Sustainable Production of Calves programme to the Pantanal. As such, the PCI Institute contributes to the upscaling of PCI-related activities.

[53] Note that this is not funded by ISLA, but by IDH's institutional budget.

11 Conclusion

11.1 Assessment against OECD DAC criteria

11.1.1 Relevance

The relevance of ISLA is assessed as very positive across the portfolio. ISLA's holistic approach combining the three pillars of Production-Protection-Inclusion (PPI) is appropriate for complex problems present in the diverse landscape and responds well to stakeholder needs and demands. Compared to more mainstream, commodity-based sustainability solutions, such as sustainability certification, it offers a more holistic approach to addressing commodity-driven deforestation. At the same time, not all factors related to deforestation are addressed and dealt with by the ISLA programme due to this focus on international commodities (e.g., coffee, cocoa, soy, palm oil, beef).

In Mato Grosso in Brazil, ISLA is strategically and uniquely embedded in a larger landscape approach, with different sources of funding, which creates synergies and catalytic effects across all result areas of ISLA (landscape governance, business practices and field-level sustainability). The involvement of IDH in a variety of interconnected and mutually supporting activities results in continuous innovation and an ever-growing landscape approach both within and beyond Mato Grosso.

Mato Grosso, but equally the Central Highlands in Vietnam are good examples of the importance of involving and getting clear commitments from both public and private actors in landscape approaches. In other landscapes, including Cavally (Côte d'Ivoire), South West Mau Forest (Kenya) and Dembel-Shalla (Ethiopia), this has been more challenging. Specifically in Ethiopia, due to administrative fragmentation, ISLA started its first phase in a broader landscape and only focused on Dembel-Shalla in the (short) second phase of ISLA (2021-2023), with implications for the programme's relevance and effectiveness.

Across all landscapes, ISLA does well in involving local communities, farmers, cooperatives, and women- and youth associations to ensure the relevance of the programme for target beneficiaries. Vulnerable groups are often included through targeted working groups. While gender is on the radar of programme staff and is integrated, to some extent, in project design, ISLA implementation is generally not informed by a gender analysis at the landscape level.

11.1.2 Coherence

Most landscapes are well aligned with government policies and objectives, often on various government levels, e.g. local, provincial, national, and sometimes even international levels. The development of a Green Growth Plan (or other sustainable land-use plan) ensures coherence with local (sustainable) land-use planning. In Mato Grosso, ISLA directly supports the implementation of Brazil's forest code and registration of rural properties in Brazil's CAR system. When looking at coherence with international-level policies, ISLA's landscape approach fits well with the new EU deforestation legislation announced in 2023. The relevance of this was specifically highlighted by stakeholders in Cavally, Grand Mbam, West Kalimantan and the Central Highlands—all of which are important cocoa and/or coffee growing areas.

The complementarity of ISLA with programmes, projects and initiatives by other donors is often well-organised. For example, in Côte d'Ivoire and Cameroon, ISLA's work at the landscape level reinforces the commitments made by international companies and national governments to reduce deforestation linked to cocoa production. Vice versa, experiences from landscape-level projects can feed back into these national initiatives. In South West Mau Forest, ISLA brought coherence between otherwise separate activities by the Kenyan government, tea companies and NGOs in the landscape.

However, in countries where governments are less effective or even promote conflicting regulations, working on coherency can be challenging. In South West Mau Forest, there is limited dialogue with the national government of Kenya, which results in some incoherence between livestock rearing and forest protection policies vs. activities.

Finally, in West Kalimantan (Indonesia), incoherence between the different field-level projects can be observed due to a lack of coordination since 2021, resulting in parallel ('siloed') implementation activities.

11.1.3 Effectiveness

Overall, ISLA is well on track when assessed against the short-term (planned 2021-2022) and mid-term outcome targets (planned 2023) in the country-level theories of change (ToC). Most advanced are the Central Highlands and Mato Grosso, where almost all short-term outcomes and a variety of mid-term outcomes have been achieved. Progress on the remaining mid-term outcomes can also be observed in these landscapes (partially achieved). Landscapes with less progress on their ToC include Gran Mbam (where ISLA implementation only started in 2021), Cavally and Dembel-Shalla, and West Kalimantan where some, but not all, short-term outcomes and only few mid-term outcomes have been realised at this stage. Specifically in Ethiopia, programme implementation struggled with a variety of external influences. In South West Mau Forest, ISLA is well underway in already achieving some of its key final outcomes scheduled for 2025—without necessarily having achieved all of the short-term and mid-term outcome targets yet.

Stakeholder perspectives

A total of 35 (non-representative) stakeholder perspectives were collected through an online Sprockler survey among stakeholders from the Central Highlands, Cavally, South West Mau Forest, Dembel-Shalla and Grand Mbam. All stakeholders were positive about the role of IDH in their landscapes, overwhelmingly categorising IDH as essential for contributing to positive change against the backdrop of pressing problems such as climate change and forest degradation. In particular, respondents were unanimous in appreciating IDH's role as facilitator/convener of stakeholders and as co-funder (of projects, etc.).

Landscape governance

ISLA is in the process of realising improved landscape governance across the portfolio. Multi-stakeholder coalitions have been convened at national, regional and local levels and have agreed on PPI targets, implementation plans and governance structures. Local ownership of PPI Compacts, particularly by government authorities, is reported high in most landscapes, except for Dembel-Shalla in Ethiopia (where the programme was off to a difficult start but managed to develop at least some level of local ownership since ISLA phase 1) and West Kalimantan in Indonesia (where local politics play an important role and stakeholders are insufficiently involved). Capacity shortages of local governments constitute a challenge in many landscapes, but ISLA has provided targeted capacity development, supporting governments to create or strengthen environmental protection and social inclusion policies and to monitor and/or enforce legislation. As a result, landscapes now have new policies and regulatory frameworks, including Green Growth Plans, and better monitoring and enforcement of regulation in place. The participatory M&E system currently developed by IDH Vietnam for the Central Highlands stands out as particularly noteworthy in this regard. Co-funding agreements in all landscapes contribute to the targets set in the PPI Compacts.

Business practices and field-level sustainability

When it comes to changes in business practices and field-level sustainability, the progress of ISLA landscapes against country-level ToCs is more challenging. Many companies have committed themselves to the targets of the PPI Compacts and are active members of the multi-stakeholder coalitions. In many landscapes, with the exception of Dembel-Shalla and South West Mau Forest, there are a number of frontrunner companies who are particularly committed to aligning their business practices with the targets of the PPI Compacts. In Mato Grosso and the Central Highlands, more momentum can be observed and private sector commitment goes beyond a

few frontrunner companies, with the potential to reach even more companies as the ISLA programme continues. For example, there are several coffee companies committed to sourcing sustainable coffee from the PPI Compact areas in the Central Highlands. Both 2021 and 2022 saw an increasing number of companies announcing purchase commitments or investing in new field-level projects.

Across all landscapes, companies co-design and co-fund field-level projects in which PPI business models and other interventions are piloted. While some projects have only recently started, implementation is generally proceeding well, with some smaller hiccups (e.g. delays due to administrative procedures). Within these projects, there is some evidence that this is leading to the adoption of sustainable and socially responsible production and forest protection practices by companies, farmers, and communities. However, reliable monitoring data and evidence of impact are scarce, which limits the ability of this MTE to draw hard conclusions about progress achieved.

A key assumption is that the sustainable business models developed and co-funded by IDH and implemented are ultimately scaled-up and reproduced both within and outside the landscape. To this purpose, IDH actively searches for investors and provides technical assistance to develop funding proposals for producing companies to ensure sustainable production (sustainable intensification, forest protection and social inclusion in the landscape). There are some successes in this regard, notably the &Green Fund investments in Brazil and Indonesia. However, aside from this, organising landscape finance proves to be very difficult in the contexts where ISLA operates. Often there is a mismatch between the requirements of global landscape investors and the companies active in ISLA landscapes—for example, because companies related to production activities are often smaller in size and can neither conform to global eligibility requirements nor absorb large-scale investments of global investors. Other times, it has proven challenging to find 'good' projects and it takes time (and TA money) for a project to become investment-ready.

Whereas landscape finance should enable producing companies to ensure sustainable production, increased market demand by buyers should reward these investments. For Vietnam, this theory can be confirmed, as increased demand for coffee (and pepper) produced in the Central Highlands can be observed because of improved sustainability progress in the landscape. In Brazil, increased demand for meat produced without (illegal) deforestation can also be registered. In Cavally in Côte d'Ivoire and West Kalimantan in Indonesia, however, commodity buyers do not seem to see the business case for sourcing specifically from this area or investing in a field-level project. A similar lack of buyer interest in landscape-focused sourcing seems to be manifest in Dembel-Shalla (Ethiopia).

Where sourcing commitments are related to sustainability progress in specific landscapes (Central Highlands, Mato Grosso), this is largely confined to companies that were already sourcing from these areas before ISLA and sometimes even had pre-existing sustainability programmes. While ISLA aims to attract *new* companies to source from the landscapes, this has yet to happen. The assumption in ISLA's ToC that new buyers will adopt a landscape-based sourcing model (replacing or complementing certification), which increases the demand (and prices) for commodities produced in sustainable landscapes is therefore only validated for Vietnam but not for other landscapes.

Currently, the online platform SourceUp is being further developed to attract more buyers to the landscapes. New impetus can also come from the recent EU deforestation regulation and EU rules regarding corporate sustainability due diligence—if the landscapes can develop proven cases of how companies can comply with EU legislation. Encouraging signs are coming from Grand Mbam in Cameroon, where the engagement of two large cocoa buyers has the potential to influence the business practices of other sourcing companies. At the same time, EU legislation requires extensive monitoring data and verification, and it is still unclear whether the landscapes, e.g. through SourceUp, can deliver this.

11.1.4 Impact

Field-level projects are expected to generate impact, e.g. on farmer income and yields, but detailed data are not yet available to make solid claims.

While the scale of many projects is limited, there are also clear exceptions. A good example is the Sustainable Production of Calves programme in Mato Grosso, which has upscaled significantly since ISLA phase 1 to another (ecological) area and more partners and covers an area of around 285,000 ha of natural vegetation for protection. The project also served as an incubator to develop the Sustainable Production of Calves Protocol (note: not with ISLA funding). The protocol was launched in March 2022 and details procedures for sustainable calf production for country-wide application. Several meat producers in Brazil, also outside of Mato Grosso, have already expressed interest in the conjoint traceability platform. In Vietnam, upscaling is achieved by having multiple parallel coffee projects in the Central Highlands, which make a cumulative contribution to the PPI targets of the multi-stakeholder coalitions. The opposite can be observed for West Kalimantan, where there is a lack of cohesion between different field-level projects. In the case of Grand Mbam and Cavally, much emphasis is placed on promoting agroforestry among cocoa (or coffee) farmers, but the economic benefits of this practice could be overestimated, as studies caution that yields of the primary crop may decrease and are not necessarily offset by increasing yields of other, often non-export, crops. This may threaten the sustainability of achievements in these cases.

When looking at geospatial data, it is difficult to establish a direct link between forest cover trends and the ISLA programme (see the individual landscape chapters for more details on changes in forest cover). However, for South West Mau Forest, there are indications that ISLA has contributed to reduced illegal deforestation and tree cover loss since 2018.

11.1.5 Sustainability

Because of the strong local embeddedness of the landscape approach, the prospects for sustainability of the ISLA programme are assessed as relatively good in most countries but not (yet) assured. In general, stakeholders are positive that they will continue their efforts, also when IDH would leave the landscape. There is also important progress in making the newly installed governance bodies independent from IDH involvement (e.g., by registering them and formalising their status) and in building the capacity of local (government) stakeholders. Most advanced in this aspect is Mato Grosso, where the PCI Institute, which was set up with support from ISLA in phase 1, is strongly institutionalised and contributes to the sustainability of the entire landscape approach. Prospects are least positive for Dembel-Shalla in Ethiopia, where capacity gaps and political instability threaten the agreements made towards the end of the programme. Also in West Kalimantan, local ownership of the PPI Compacts is not considered strong.

Moreover, non-ISLA funding to sustain governance activities and fund activities at scale remains a key challenge. It is also questionable whether a complete exit from IDH would be desirable. Besides its ability to fund and convene stakeholders, IDH is a critical external partner who thinks along and provides knowledge on landscape approaches based on their experience from other parts of the world. Also, the neutrality of IDH is important—other funders or stakeholders might have their own agenda which does not fit this neutral convening role. There is thus a need for a more nuanced strategy for IDH to transition towards a full exit.

11.2 Strategic learning

The MTE sees evidence of changed business practices within ISLA landscapes to the extent that companies participate in MSCs, commit to PPI Compacts and co-fund field-level projects. In two landscapes there is evidence that this led to a change of business practice *beyond* these activities (Central Highlands in Vietnam: (adoption of landscape-based sourcing; and Mato Grosso in Brazil: upscaling of the Sustainable Production of Calves programme); and in Grand Mbam in Cameroon there is future potential (due to the piloting of a holistic landscape approach). For the remaining landscapes, the MTE did not find any evidence in this regard.

There is clear evidence of strategic learning within IDH, both within landscapes and, on a wider scale, within countries, as IDH country teams use the experiences gained to replicate the PPI model in the same landscape (e.g. another PPI Compact) and in other landscapes in the same country (e.g. in other ecological zones). There is also exchange and learning between IDH teams in different countries. An example is the replication and adaptation of Mato Grosso's PCI model to Colombia, a non-ISLA country, where similar activities are now ongoing in three departments. IDH is also actively involved in facilitating knowledge sharing and exchange with their network partners, e.g. through publications and participation in international events and workshops.

While it is difficult to establish a causal contributory role of IDH, there is some indication that the landscape approach by IDH has inspired others to replicate or scale the approach. In the Grand Mbam landscape, the Central Africa Forest Initiative (CAFI) has opened a call for proposals for US$ 20 million for integrated landscape management, better land use planning, and sustainable coffee and cocoa. In Vietnam, there is a replication of the IDH approach via the EU-funded project "Integrated sustainable landscape management through deforestation-free jurisdictions" in Lam Dong and Dak Nong province with a total investment of 5 million EUR. In Brazil, the adoption of the PCI/Green Growth Plan as a state policy is allowing for a state-wide approach, providing opportunities for scaling up, particularly because private companies working in a larger area are involved.

11.3 Strengths and weaknesses

The main strengths and weaknesses of the programme are formulated on a landscape level (see the findings chapter per landscape). When looking at the overall programme, the following set of strengths and weaknesses can be highlighted.

Strengths

1. ISLA's holistic landscape approach addresses complex problems in diverse landscapes.
2. ISLA includes a broad variety of different stakeholders in multi-stakeholder coalitions and PPI Compacts. Specific attention is paid to including 'vulnerable' groups (women, youth, farmers, community leaders). This allows for bottom-up strategizing.
3. ISLA's integrated approach allows for linking different projects, programmes, interventions, and policies within a landscape. In this way, the "horizontal" landscape approach complements the "vertical" approach used by actors in global commodity supply chains.
4. ISLA has managed to establish local governance structures to support the implementation of PPI Compacts and build on local public authorities to promote the continuation/sustainability of the programme. This increases relevance and coherence with local policy.
5. The programme is well on track to achieve early outcomes and shows progress on different mid-level outcomes across result areas.
6. Particular progress is made in achieving improved landscape governance across countries.
7. In all landscapes, companies co-design and co-fund field-level projects in which PPI business models and other interventions are piloted.
8. There is clear evidence of strategic learning at IDH, which has contributed to replication and scaling of the PPI model both within and beyond (initial) landscapes.

Weaknesses

1. The step towards the adoption of the landscape approach as a business model for sustainable production by companies is not yet fully taken. While companies sign PPI Compacts, changes in business practices are not always evident. Companies do not always see the business case for setting up small-scale field-level projects in PPI Compact areas.

2. Attracting landscape finance to replicate and scale up business models related to sustainable production has proven challenging. Often there is a mismatch between the requirements of global landscape investors and the producing companies active in ISLA landscapes. Specifically cooperatives and SMEs need a lot of TA to become investment-ready.
3. Buyers seem hesitant to adopt a landscape-based (preferential) sourcing model. There are hardly any new buyers sourcing from ISLA landscapes, despite progress on sustainable production. This suggests that the business case for buyers is not clear. Demand for products from (many) landscapes is still low. This, in turn, has implications for the ability to change business practices within the landscapes (previous point).
4. Sustaining benefits after IDH exit is at risk due to uncertain external funding and because of the unique role of IDH as a neutral convener, co-financer, and knowledge partner.
5. While ISLA has an overarching sophisticated M&E system, including a Results Measurement Framework, country-specific ToCs and evidence trackers per landscape, the quality of data and evidence entered into the system is at times (very) low and data and underlying evidence are often missing, particularly on field-level projects. This impedes learning, adaptive management, and upscaling of effective field-level projects.

11.4 Programme-level recommendations

Besides the specific recommendations presented in the landscape chapters, the MTE puts forward the following strategic recommendations at the programme level:

1. ISLA needs to put more attention to the development of business cases in each landscape for different types of companies to commit to PPI Compacts and contribute to their targets; to pilot or scale up field-level projects for innovative business models related to sustainable production; or adapt a landscape approach for sourcing sustainable commodities. There are a number of pathways that could be explored:
    a. The new EU due diligence and deforestation regulation can be a potential entry point to build a stronger case for sourcing from verified landscapes as it can help companies comply with the legislation without disengaging from high-risk areas.
    b. Convening companies to make national or global commitments on effective deforestation-free sourcing and raising awareness of the benefits of applying a landscape lens to address deforestation risks.
    c. Closer cooperation between the landscapes Business Unit and agri-commodities Business Unit within IDH might lead to a better and up-to-date understanding of the complementarity and additional value vis-a-vis commodity-based strategies.
2. ISLA should develop different strategies to attract finance to financially underserved landscapes. On the one hand, ISLA can benefit from putting more effort into attracting public finance into the landscapes. Public finance (e.g. from trust funds, REDD+, the World Bank, national governments etc.) could be used to finance integrated landscape management activities and scale-up PPI business models in landscapes where there is not a strong PPI business case for private investments. On the other hand, IDH currently explores new finance models to create a better match between landscape programmes and investors. One of the ideas that is currently piloted is to team up with local investors, instead of global green funds, who are more familiar with the context and potentially have a better match with local companies. If successful, replication and scaling strategies should be developed.
3. ISLA can benefit from well-designed, contextualised transition strategies for every landscape to strategize on how to sustain results after IDH exits the programme (or at least, transitions to a different,

non-financial role). The current period, half-way through the programme, would be a good time for this.

4. Improvements in the M&E system can be made by developing a validation system with checks and balances to improve the quality (and quantity) of data entered into the system. This will improve the usability of the M&E system for learning, strategizing and accountability purposes. M&E should also be used better in processes of adaptive management in the countries as well as on a programme level. Enhanced public sharing of information, such as third-party evaluations, can improve transparency to external stakeholders and allow for greater learning in the area of landscape approaches.

5. It is important that field-level projects are seen as vehicles for learning about impact and for demonstrating business cases. This requires project designs optimised for learning, replication and scaling; independent and high-quality (impact) studies; transparency about results; and a clear communication strategy. This is currently lacking in most field-level projects. Local capacity to optimize projects should be complemented with international expertise (and funds) available at IDH headquarters (e.g., in the Insights and Innovation business unit) or elsewhere.

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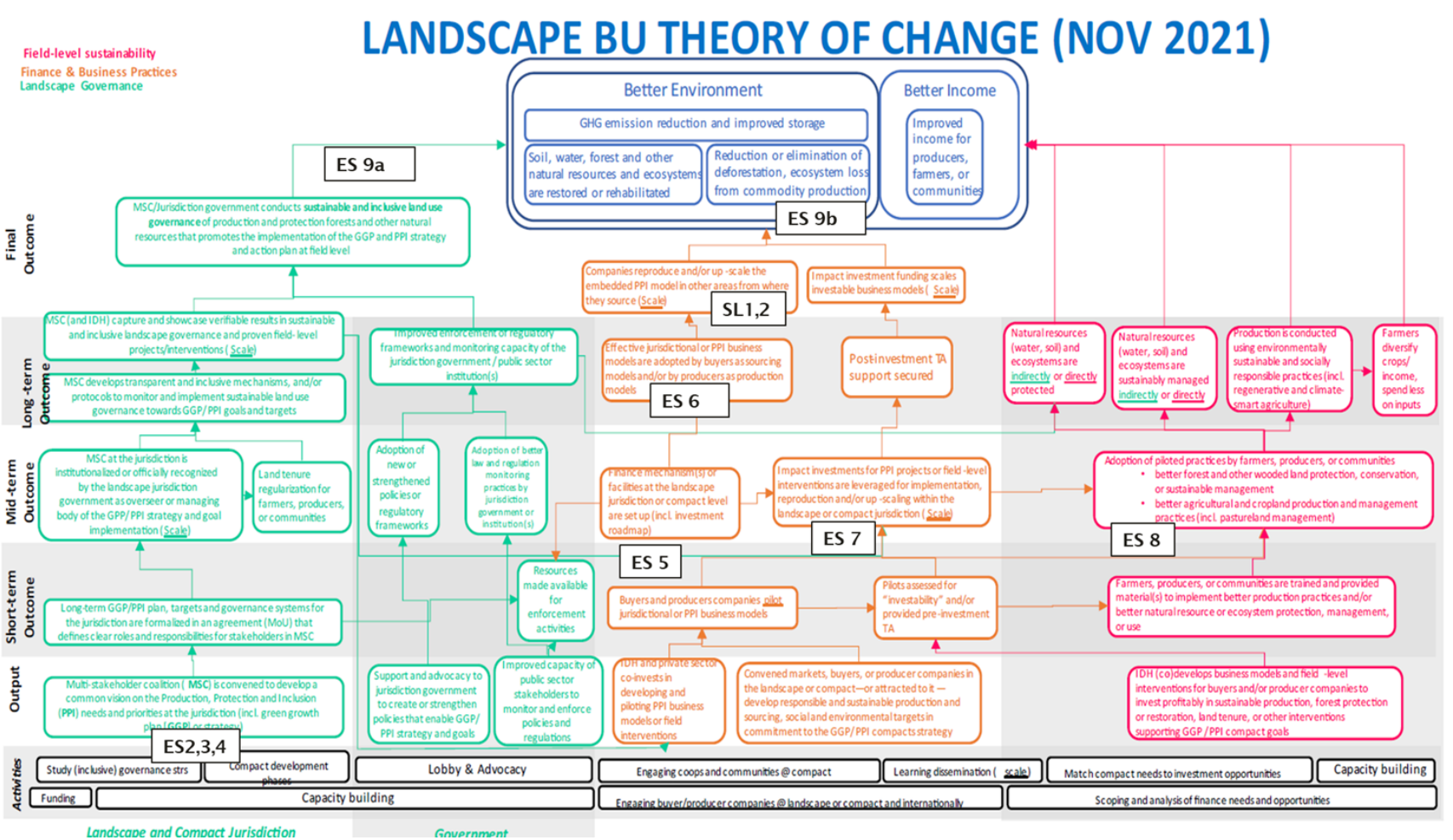
Annex 1: ToC of the Landscape Business Unit



Source: IDH, November 2021

Annex 2: Desk review template

See separate excel document

Annex 3: Key informant interview guide

See separate excel document

Annex 4: List of key informant interviews

Organisation	Position	Type of actor	Date	Place
PROGRAMME LEVEL				
IDH	Director for Landscape Finance		01/06/2023	MS Teams
IDH	Head of Development SourceUp		08/06/2023	MS Teams
BRAZIL				
Casa civil/Instituto PCI	Founder CEO	Government	01/06/2023	Remote
Creditares	Senior Programme Officer Mato Grosso	Private Sector	05/06/2023	Remote
IDH	Traceability Specialist		05/06/2023	Remote
IDH	President		07/06/2023	Remote
CAT-Sorriso	Operations Manager Landscapes Brazil	Producer Organisation	09/06/2023	Remote
IDH	CEO		21/06/2023	Remote
Natcap	Executive Director	Private Sector	22/06/2023	Remote
IDH	Investment Manager - ABC Facility		21/06/2023	Remote
IDH	Consultant		21/06/2023	Remote
Acrimat	Chief Experience Officer	Producers Organisation	22/06/2023	Remote
BovControl	Climate Change Mitigation Consultant	Private Sector	22/06/2023	Remote
WayCarbon	Netherlands and Brazil Staff	Private Sector	28/06/2023	Remote
IDH	Founder CEO		12/07/2023	Remote
CAMEROON				
Union of Cooperatives	Secretary General	Private	28/06/23	WhatsApp
Telcar Cocoa LTD	Country Sustainability Manager	Private	05/07/23	MS Teams
Ecom Theobroma	Project Manager	Private	21/06/23	MS Teams
AMS	Country Sustainability Manager	Private	04/07/23	MS Teams
Proforest	Senior Project Manager	Research Institution	19/06/23	MS Teams

CÔTE D'IVOIRE				
Conseil Régional de Cavally	Director of Planning and Development	Public	22/05/23	MS Teams
Secrétariat Exécutif Permanent REDD+	Senior Project Officer Forestry & Climate Change (REDD+)	Public	06/06/23	MS Teams
Compagnie Hévéicole de Cavally (CHC)	General Manager	Private	24/05/23	MS Teams
Union Nationale des Coopératives d'Epargne et de Crédit de Côte d'Ivoire (UNACOOPEC-CI) (MFI)	Projects Director	Private	29/06/23	MS Teams
Wild Chimpanzee Foundation	West Africa Director	NGO	21/06/23	MS Teams
OIPR	Director of the South West Zone (OIPR)	Public	22/06/23	MS Teams
Ecookim	Head of projects department	Private	31/05/23	MS Teams
GIZ	Technical Advisor	International cooperation	25/05/23	MS Teams
IDH	Programme management	International cooperation	03/07/23	MS Teams
ETHIOPIA				
IDH	Programme management	International cooperation	04/06/2023	MS Teams
IDH	Programme management	International cooperation	22/06/2023	MS Teams
INDONESIA				
IDH Indonesia	Three staff members of ISLA	International cooperatiaon	08/06/2023	Online
PPI compact secretariat of Ketapang	Secretary	Compact-level government	12/06/23	Online
Bumitama (BGA)	Sustainability specialist & Conservation manager	Private sector/ project partner	20/06/23	Online
Independent	Former head of forestry department of West Kalimantan Province	Independent expert	01/07/23	Online
Bentang Kalimantan	Chairman of the executive board	NGO	14/06/23	Online
Perkumpulan Mitra Pembangunan	Director	Compact-level government	12/06/23	Online
Kemitraan	Programme coordinator for ISLA	NGO/ implementing partner	14/06/23	Online
PPI compact secretariat of Kubu Raya	Official of Kubu Raya district planning agency (BAPPEDA)	Compact-level government	16/06/23	Online
PAS	Sustainability staff	Private sector/ project partner	19/06/23	Online
Cargill	Sustainability lead	Private sector/ project partner	23/06/23	Online

Daemeter	Regional manager	NGO	19/06/23	Online
KENYA				
KFS		Government	22/06/2023	MS Teams
Kenya Tea Development Agency		Private Sector	20/06/2023	MS Teams
James Finlay Kenya		Private Sector	19/06/2023	MS Teams
Ekaterra		Private Sector	20/06/2023	MS Teams
Kericho CFA, Ndoinet		Local community	21/06/2023	MS Teams
IDH	Program management		12/07/2023	MS Teams
IDH	Program management		30/05/2023	MS Teams
VIETNAM				
Tan Nghia commnune - Di Linh district	Former Chairman	Local community	12/6/2023	Tan Nghia
Tan Nghia commnune - Di Linh district	Vice-Chairman	Local community	12/6/2023	Tan Nghia
Gung Re commnune - Di Linh district	Vice-Chairman	Local community	12/6/2023	Gung Re
Hoa Nam commnune - Di Linh district	Vice-Chairman	Local community	12/6/2023	Hoa Nam
ACOM - Vietnam	Country Manager	Private sector	12/6/2023	Online-ZALO
DARD of Di Linh District	Head of Department	Compact level government	13/6/2023	Di Linh
LDC - Vietnam	Team Leader	Private sector	13/6/2023	Online-Viber
IDH Vietnam	Field officer	IDH Staff	13/6/2023	Di Linh
Women Union of Tan Nghia	Chairman	Local community	13/6/2023	Tan Nghia
IDH Vietnam	Field Coordinator	IDH Staff	13/6/2023	Di Linh
SUCAFINA - Vietnam	Team Leader	Private sector	14/6/2023	Online-ZALO
INTIMEX-My Phuoc	Team Leader	Private sector	14/6/2023	Online-ZALO
Farmer Union of Gung Re	Chairman	Local community	14/6/2023	Gung Re
Agriculture Center of DiLinh	Director	Compact level government	14/6/2023	Di Linh
SNV-Vietnam	Field Coordinator	NGOs	14/6/2023	Online -ZALO
CDC - Dak Lak	Vice-Director	Project/implmenting partner	20/6/2023	Daklak
NEDSpice-Vietnam	Country Manager	Private sector	20/6/2023	Online -ZALO
JDE-Vietnam	Country Representative	Private sector	20/6/2023	Online-ZOOM
IDH Vietnam	Field officer	IDH Staff	20/6/2023	Dak Lak
GCP-Vietnam	Project Manager	NGOs	21/6/2023	Dak Lak
TNT Consulting	Director	Project/implmenting partner	21/6/2023	Online-ZOOM
SIMEXCO	Team Leader	Project/implmenting partner	21/6/2023	Dak Lak
INTIMEX-Buon Ma Thuot	Team Leader	Private sector	21/6/2023	Online-ZALO
Phu Loc commnune -Krong Nang district	Vice-Chairman	Local community	22/6/2023	Phu Loc
DARD of Krong Nang District	Head of Department	Compact level government	22/6/2023	Krong Nang
Ea Tan Cooperative	Chairman	Local community	22/6/2023	Ea Tan

DARD of Dak Lak	Vice Head of Unit	Landscape level government	22/6/2023	Online-ZALO
Ea To commnune - Krong Nang district	Farmer	Local community	23/6/2023	Ea To
Dlei Ya Cooperative	Chairman	Local community	23/6/2023	Ea Ho
Doi 900 Cooperative	Chairman	Local community	23/6/2023	Krong Nang
Ea Tan commnune - Krong Nang district	Farmer	Local community	23/6/2023	Ea Tan
Plant Protection Center of Krong Nang	Director	Project/implmenting partner	23/6/2023	Online-ZALO
IDH Vietnam	Senior programme officer	IDH staff	03/7/2023	Online-Teams

Annex 5: Sprockler survey

See separate PDF document

Annex 6: Focus group template

See separate excel document

Annex 7: List of Focus Group Discussions

Date	Facilitator	District	Community/village	No. of participants	No. of men	No. of women
10 June 2023	Khoa Dang LE	DiLinh	Tan Chau, Tan Nghia, Tan Lam, Dinh Lac	14	14	0
11 June 2023	Khoa Dang LE	DiLinh	Tan Nghia, Tan Chau, Tan Lam, Dinh Lac	12	0	12
11 June 2023	Khoa Dang LE	DiLinh	Hoa Nam	14	11	3
11 June 2023	Khoa Dang LE	DiLinh	Hoa Nam, Hoa Ninh, Hoa Bac, and Hoa Trung	16	0	16
27 June 2023	Khoa Dang LE	Krong Nang	Ea tan, Ea to, Dlei ya	15	5	10
27 June 2023	Khoa Dang LE	Krong Nang	Ea tan, Ea to, Dlei Ya	15	11	4
28 June 2023	Khoa Dang LE	Krong Nang	Ea Buk, Ea Ho	17	13	4
28 June 2023	Khoa Dang LE	DiLinh	Ea Buk, Phu Loc, Ea Ho	13	2	11
June 2023	Lisa de Graaf	Online	--	5	3	2