



# Landscapes

## Evaluation of Initiative for Sustainable Landscapes Program (ISLA)

Evaluation Report

# Evaluation of Initiative for Sustainable Landscapes Program (ISLA)

Evaluation Report

## **Client**

IDH - The Sustainable Trade Initiative

## **Authors**

Anke Reichhuber

Maria Iskandarani

Grit Techel

Lincoln Davis

Metodi Panev

This report represents the independent view of the researchers from Unique GMBH.

**Date:** 09.07.2021

# TABLE OF CONTENTS

---

List of figures .....	v
List of tables .....	vii
Executive summary .....	viii
1 Introduction .....	1
1.1 Objective .....	1
1.2 Scope .....	1
1.3 Theory of Change .....	3
2 Evaluation approach and methodology .....	8
3 Program level results .....	12
3.1 Relevance .....	12
3.2 Coherence .....	16
3.3 Effectiveness.....	17
3.3.1 Results Area 1 Change in business practices .....	18
3.3.2 Results Area 2 Improved governance .....	23
3.3.3 Results Area 3 Improved field level sustainability .....	26
3.3.4 Spin-offs and scale-ups .....	32
3.3.5 Evolvement of the ToC and its impact on effectiveness.....	34
3.4 Efficiency .....	37
3.5 Impact.....	39
3.5.1 Land use .....	43
3.6 Sustainability .....	54
4 Learnings and recommendations for Phase 2.....	56
4.1 Learning about the leading causal mechanisms along the results pathways intended by ISLA.....	56
4.2 Recommendations for improving program preparation.....	59
4.3 Recommendations for improving Program M&E.....	59
5 References.....	61
Annex 1: Brazil.....	63
Annex 2: Ethiopia .....	67
Annex 3: Indonesia.....	70
Annex 4: Ivory Coast.....	74
Annex 5: Kenya.....	78

Annex 6: Vietnam .....	82
Annex 7: List of stakeholders consulted.....	87
Annex 8: Summary of evidence mapping .....	95
Annex 9: The Theory of Change 2017 .....	101
Annex 10: The Theory of Change 2020 .....	102

## LIST OF FIGURES

---

Figure 1: Theory of Change, ISLA (from the Strategic Plan 2015 – 2018, written in 2014) .....	3
Figure 2: Relevance of ISLA .....	13
Figure 3: Importance of IDH in bringing change to the landscape in Brazil and Indonesia .....	13
Figure 4: Relevance of multi-stakeholder approach .....	15
Figure 5: Coherence of complementarity of ISLA to existing policies of government.....	16
Figure 6: ISLA contribution to policy development in the landscapes.....	25
Figure 7: Knowledge sharing .....	32
Figure 8: “Maturity” Stages of ISLA Country Programs towards Sustainable Landscape Management .....	36
Figure 9: ISLA spending and co-finance by country .....	38
Figure 10: Sprockler survey results for program impacts and sustainability .....	42
Figure 11: Temporal analysis of forest cover area in the selected compacts.....	44
Figure 12: Padang Tikar Village Forest, West Kalimantan.....	45
Figure 13: Forest loss per year for the period 2001-20 in the Padang Tikar Village Forest.....	45
Figure 14: Land cover change for the Cavally classified forest .....	47
Figure 15: Forest loss in the Cavally classified forest.....	48
Figure 16: Land cover: 2010, 2018 and 2021 .....	50
Figure 17: Forest loss according to Hansen et al 2013; South west Mau .....	51
Figure 18: Forest loss dynamics in Vietnam .....	52
Figure 19: Forest loss Vietnam 2001-2020.....	53
Figure 20: Sustainability of projects .....	54
Figure 21: Sustainability of coalitions .....	54
Figure 22: Leading causal mechanisms and assumptions.....	57
Figure 23: Mato Grosso landscape, Brazil .....	63
Figure 24: Percentage of KPI Achievement: Brazil .....	64
Figure 25: Ziway Shalla sub-basin, Ethiopia .....	67
Figure 26: Percentage of KPI Achievement: Ethiopia.....	68
Figure 27: West Kalimantan, Indonesia .....	70
Figure 28: Percentage of KPI Achievement: West Kalimantan .....	71
Figure 29: Cavally, Ivory Coast .....	74
Figure 30: Percentage of KPI Achievement: Ivory Coast.....	75
Figure 31: South-west Mau, Kenya .....	78
Figure 32: Percentage of KPI Achievement: Kenya .....	79
Figure 33: Central Highlands, Vietnam.....	83
Figure 34: Percentage of KPI Achievement: Vietnam .....	83
Figure 35: Changes in management practices of participating farmers in Krong Nang .....	85

Figure 36: Changes in farm profitability of participating farmers in Krong Nang<sup>79</sup> ..... 85

## LIST OF TABLES

---

Table 1: ISLA portfolio .....	2
Table 2: Summary overview of changes to the ToC.....	4
Table 3: List of case studies.....	9
Table 4: Summary of survey respondents.....	10
Table 5: Survey respondents by stakeholder type – self identified .....	10
Table 6: Achievement of RA 1, Output 1, 2 and 4 (% of targets achieved).....	19
Table 7: Survey responses: ISLA’s contribution to changing business practices .....	20
Table 8: Achievement of RA 2, outcomes 4 and 5 (% of target achieved).....	24
Table 9: Survey responses: ISLA’s contribution to improved governance.....	24
Table 10: Achievement of RA 3, outputs (% of target achieved) .....	27
Table 11: Achievement of RA 3, outputs (% of target achieved) .....	28
Table 12: Project level indicators and % of targets achieved .....	29
Table 13: Source of funding for ISLA program .....	37
Table 14: Average achievement of Outcomes (% of target achieved).....	38
Table 15: Survey response: what impacts have you seen in your landscape .....	41
Table 16: Forest loss.....	46
Table 17: Land cover statistics for the Cavally forest landscape .....	47
Table 18: Forest / Non-forest areas in the cavally classified forest .....	48
Table 19: Forest loss at the cavally classified forest .....	49
Table 20: Land cover change - South West Mau.....	50
Table 21: Forest loss – South west Mau.....	51
Table 22: Forest loss per – Hansen et al. 2013; South west Mau .....	51
Table 23: Forest loss in all landscapes (Vietnam) .....	53
Table 24: Land cover and use in Mato Grosso, Brazil .....	64
Table 25: Stakeholders consulted in Ethiopia .....	87
Table 26: Stakeholders consulted in Brazil.....	88
Table 27: Evidence mapping Brazil, Ethiopia, Indonesia.....	98
Table 28: Evidence mapping Ivory Coast, Kenya, Vietnam .....	99

# EXECUTIVE SUMMARY

---

## I. Introduction

This report represents the end-term evaluation of the Initiative for Sustainable Landscapes (hereafter: ISLA) which was implemented by IDH during the period 2015-2020. ISLA was funded by a grant of 21.3 million euro provided by the Dutch Government. It was implemented in six landscapes in Ethiopia, Ivory Coast, Kenya, Vietnam, Indonesia, and Brazil. The mission of ISLA was to “bring together public and private stakeholders in vulnerable landscapes, looking beyond the farm level, to jointly ensure sustainable use and governance of land and water resources”. The vision was for public-private partnerships to jointly invest in land and water in order to secure livelihoods, and produce agricultural commodities, while safeguarding natural resources.

ISLA’s Theory of Change (ToC) has evolved over time. The first version (from 2014) was revised in 2017. The latest ToC is from July 2020. IDH’s original landscape approach is based on three pillars (also referred to as Result Areas):

Change in business practices: IDH works with private sector companies to develop and pilot new business models that reduce negative effects and leverage the positive effects of agricultural production on the environment and communities living in the landscape. When successful, scaling is expected by companies implementing these business models across their operations and/or by attracting additional investment from blended finance facilities.

Improved landscape governance: In the landscapes where the Program is implemented, IDH convenes the private sector, public sector, communities, and civil society to develop a multi-stakeholder vision and action plan for a sustainable landscape. Since 2017 IDH applies the term “Production, Protection, and Inclusion Compacts” (hereafter: PPI Compacts) for these multi-stakeholder landscape coalitions and plans. The multi-stakeholder governance platforms are expected to influence changes in policy and enforcement and should ideally be institutionalized for long-term continuation beyond the duration of IDH support.

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 project to gain trust from the stakeholders and show action beyond talking.

The ISLA program evaluation addresses key questions based on the OECD-DAC evaluation criteria on the program’s relevance, coherence, effectiveness, efficiency, expected impact, and sustainability. Multiple sources of data and analysis are triangulated to build a comprehensive, contextualized perspective and integrated understanding of how the ISLA project design and implementation contributed to behavioral change and development outcomes. Information sources include: (i) ISLA program evidence, (ii) ISLA project case studies with field data collection, (iii) key informant interviews, (iv) online survey of stakeholders, (v) remote sensing.

## II. Findings

### Relevance

**The ISLA program was relevant in each country and landscape.** It addressed key agri-commodity production and environmental protection needs and priorities of the stakeholders in the landscape. It further filled a gap in the stakeholder landscape by bringing different parties to-



gether, sharing knowledge and pointing to challenges those stakeholders needed to fix. The inclusion of the private sector in the landscape approach has been relevant because the natural resource management issues are being addressed more effectively with private sector involvement and financing (see also section on efficiency). The majority of the private sector recognizes the landscape approach as a useful and meaningful tool to address the sustainability issues in the sector and use the multi-stakeholder process to create trust and use the opportunity for dialogue with stakeholders. Overall, there is a strong consensus among stakeholders that the multistakeholder approach results in actionable targets.

#### Coherence

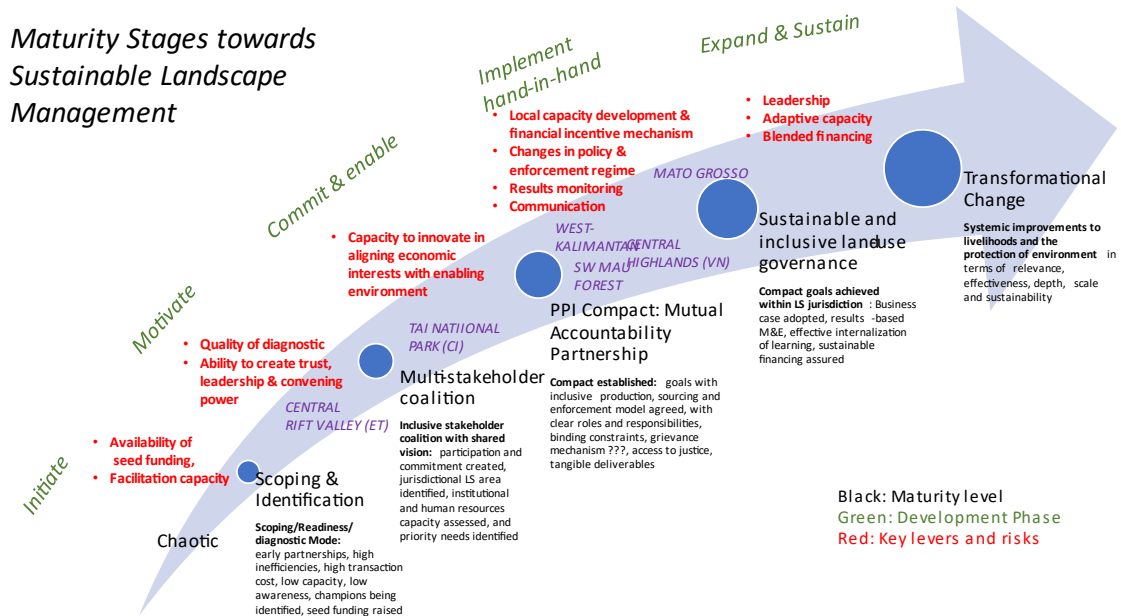
**The IDH landscape approach has been complementary and coherent to IDH's value chain approach in the landscapes where the ISLA program has been implemented.** The majority of stakeholders agree that the ISLA program has been complementary and coherent to government policies in the landscapes where the Program has been implemented. In general, it was compatible with interventions of other partners and the alignment with other donor funded development programs was good.

#### Effectiveness

**ISLA has been effective.** Overall, ISLA has been successful in convening multi-stakeholder coalitions playing a key role in sustainable landscape management. In terms of the output targets under Results Area 1, change in business practices, the ISLA program has performed very well across four landscapes in Brazil, Indonesia, Kenya and Vietnam where targets have been exceeded, in some cases by many multiples of the original target. There is slightly lower achievement of program targets for Ethiopia and Ivory Coast, although the achievements are still satisfactory against a background of challenging circumstances, particularly in Ivory Coast.

**Results show that governance has improved over the implementation period of ISLA.** The contribution of ISLA to an improvement of policies is nuanced and depends on the country context. To some extent land-use planning and policies informed by sustainability goals were set by research or data collection commissioned by the multi-stakeholder coalition. However, the need for studies to set goals is quite different for each country. For example, Brazil is very advanced in its policies and regulations, and in Vietnam detailed problem analysis and best practices guidance (e.g. on water use and irrigation) were developed before the ISLA program. Accordingly, in both countries, the program places stronger emphasis on the implementation of policy, legislation, and standards; including their reflection in landscape or local level planning documents like the Green Growth Plans or investment programs (e.g. the World Bank funded VnSAT program).

ISLA countries have accomplished different “maturity stages” in their journey towards sustainable landscape management. The evaluation of results evidence is showing that overall, the six ISLA country programs have reached quite different stages on their overall impact pathway.



Additional information compiled with the support of ISLA was or will be very helpful in the African countries. In Kenya research was the basis for the development of Ndoinet Forest Livestock Management Plan covering a large part of the landscape. In Ivory Coast the development of the SRADT for Cavally was supported by IDH.<sup>1</sup> In Ethiopia, the sub-basin study will provide important evidence for the central rift valley water allocation plan, which in turn will be guiding for landscape level development and land use plans.

In Indonesia, IDH ISLA supported the development of the provincial Green Growth Plan by facilitating dialogue, understanding, and collaboration between different stakeholders, including provincial and district governments, companies, civil society organizations, and academics. The process started in 2016 and the GGP was launched in 2018. Other important plans and regulations were developed with the support from IDH.

Field level sustainability

**The ISLA field level projects have contributed to sustainable natural resource management; sustainable agricultural production; and inclusion of smallholders and local communities in the intervention landscapes.** While the projects are too small to have tangible effects at landscape level, they are important “tools” to provide proof of concept to potential investors and encourage upscaling of successful interventions.

<sup>1</sup> Schéma régional d’Aménagement et du Développement du Territoire (English: Regional Land Use Planning and Development Plan)

### Spin-offs and scale-ups

**Early spin-offs and scale-ups can be observed within the IDH portfolio, where both (i) elements of the advanced ISLA ToC and (ii) landscapes with scale-up potential (Mato Grosso, West Kalimantan, and Central Highlands in Vietnam) find its way into other IDH programs and complementing initiatives such as SourceUp.** In addition, other development partners show interest in replicating the convening process for creating new landscape coalitions in Cote d'Ivoire and Vietnam. IDH has been quite successful to scale the outcomes, findings, and networks developed as part of the ISLA program beyond the direct intervention landscapes. There are 3 compacts being developed in Colombia and one more in Maranhão State in Brazil that are using Mato Grosso as a good example for replication. A series of small landscapes are being worked on in Vietnam building on the experience from the High Lands; the ISLA program in the Central Rift Valley and particularly on Lake Ziway is being slowly replicated in another landscape on Lake Tana in Ethiopia.

### Efficiency

**ISLA spending was found to be cost-effective and successful in mobilizing significant amounts of co-financing.** Program funds were nearly matched by other sources of funding. Private sector made up the largest portion of co-financing, with about 31% of total funding. Other co-funding contributed an additional 15%.

### **Source of funding for ISLA program**

Source	Total (EUR)	%
ISLA program Cost	15,004,898	53%
Private sector co-funding	8,675,203	31%
Other co-funding	4,500,864	16%
Total	28,180,965	100%

*Source: ISLA funding information. Note that totals include 2014 to 2020 budget.*

### Impacts

**Impact has been assessed via the UNIQUE online survey, field visits and interviews as well as GIS analysis focusing on land use.** While there is a sound evidence base for outcome achievement in most ISLA landscapes, evidence for impacts is more variable. Survey data on management practices and farm profitability shows positive impacts on the environment and livelihoods. GIS analyses of deforestation and land use change are early at this stage of implementation but seem to indicate positive impacts.

**According to the perspective of project stakeholders the program has achieved multiple impacts.** Improved soil and water management practices were the most commonly reported impact, with 75% of respondents showing this impact. Improved well-being of communities, potential to replicate impacts in other landscapes, and better enforcement of conservation laws were other commonly reported impacts. Seventy nine percent of respondents reported that the ISLA program resulted in reduced deforestation and over 40% of respondents reported an improvement in land tenure for smallholders and forest communities.

## Sustainability

**ISLA investments are likely to be sustainable.** In Vietnam, Indonesia, Brazil and Kenya the ISLA program helped to set up landscape governance mechanisms in such a way that they become able to continue beyond the support of IDH. Overall, stakeholders are fairly optimistic that project activities and collaboration among coalition partners will continue after the ISLA program has ended. Interviews supported the claim that private sector participation will continue after the project.

### **III. Key Learnings and recommendations**

**The evaluation highlights a few key learnings:**

- The political economy within a country or landscape can create challenges to the convening body. It can slow down any progress in securing stakeholder commitment. Long-standing presence and legal status of the convening body in the landscape influences credibility with governments and trust with the private sector, and thereby can accelerate the engagement process.
- ISLA realized rather early that it is less of having adequate policies that prevents forest protection, but more so the capacity to enforce environmental regulations. This assumption was corrected as the strengthening of enforcement was included into the implementation design.
- ISLA posits that *pilot-based learning and knowledge dissemination of improved (business) practices leads to scaling up of investments inside and outside the program*. This link in the causal chain is implicitly assuming that (i) pilots are successful and farmers will adopt; (ii) local people have the power and authority to make restoration decisions; (iii) a financial mechanism will emerge driven by off-take market opportunities; (iv) the enabling environment in large is suitable for scaling up.

**For future ISLA-type projects it will be important to:**

- Routinely conduct a risk assessment as part of project preparation recognizing governance risks and identifying appropriate mitigation measures.
- Work with partners and try to de-risk the investment climate for farmers and businesses.
- Build landscape-specific ISLA Theories of Change nested in an overall ToC;
- Strengthen the evidence-base for outcome measurement;
- Strengthen target setting; and
- Conduct regular self-assessment of the coalition building and management process.

# 1 INTRODUCTION

---

## 1.1 Objective

This report represents the end-term evaluation of the Initiative for Sustainable Landscapes (hereafter: ISLA) which was implemented by IDH during the period 2015-2020. ISLA was funded by a grant of 21.3 million euro provided by the Dutch Government. The mission of ISLA was to “bring together public and private stakeholders in vulnerable landscapes, looking beyond the farm level, to jointly ensure sustainable use and governance of land and water resources”. The vision was for public-private partnerships to jointly invest in land and water in order to secure livelihoods, and produce agricultural commodities, while safeguarding natural resources.<sup>2</sup>

ISLA’s role was to identify and convene relevant stakeholders, explicitly including private sector stakeholders that are producing or sourcing products from the landscape area, and then facilitate discussions about possible interventions in that landscape. This should entail a systematic coalition-building process, whereby information and perspectives from different stakeholder groups would be exchanged and discussed, with the aim to achieve a shared understanding of the landscape conditions, challenges, and opportunities. In addition, ISLA also co-funded, together with government, civil society and private sector, feasible interventions that were broadly supported and identified through the multi-stakeholder dialogue, and as such also strengthened stakeholder buy-in to the initiative. Another key element from the very beginning has been to build and test new tools and innovations, document these in business cases and advocate their replication both at landscape level and globally.

The main objective of the ISLA end-term evaluation is to measure the outcome level achievements of the program. To the extent possible, this includes an analysis of IDH’s contribution to the observed changes. An additional objective is to harvest the results of the learning and innovation mandate of the program.

This report has four chapters. This first chapter introduces ISLA, its scope and Theory of Change (ToC). The evaluation approach and methodology are explained in chapter two. Chapter three presents the evaluation results. Chapter four offers some lessons learnt and recommendations. The different landscapes are described in the annex.

## 1.2 Scope

ISLA is implemented in six landscapes, which produce different commodities. The landscapes where the program is implemented together with their commodities and focus areas are listed below.

---

<sup>2</sup> Initiative for Sustainable Landscapes, Outline 2015-2018, Work plan & Budget 2015, IDH, December 19, 2014.

**Table 1: ISLA portfolio**

<b>Landscape/ Country</b>	<b>Main commodity produced</b>	<b>Focus areas</b>
Mato Grosso, Brazil	Soy, beef, timber	<ul style="list-style-type: none"> <li>▪ Sustainable production of commodities and on family farms</li> <li>▪ Native vegetation conservation and degraded soil restoration would fit better to explain our focus areas</li> </ul>
Lake Ziway, Ethiopia	Flowers, vegetables, fruit	<ul style="list-style-type: none"> <li>▪ Watershed protection and restoration (area closures) linked to development of alternative livelihoods Sustainable production of vegetables and certification</li> <li>▪ Solid waste management</li> </ul>
West Kalimantan, Indonesia	Palm oil, timber and non-timber forest products	<ul style="list-style-type: none"> <li>▪ Conservation of High Conservation Value (HCV) within concessions and establishment of biodiversity corridors</li> <li>▪ Restoration of degraded sites (peat, mangrove, forest)</li> <li>▪ Forest protection (fire) and sustainable management (village forest)</li> <li>▪ Sustainable agricultural intensification</li> <li>▪ RSPO certification and traceability of products from smallholder producers</li> </ul>
Cavally region, Ivory Coast	Cocoa	<ul style="list-style-type: none"> <li>▪ Agroforestry cocoa production</li> <li>▪ Mapping of cocoa producers</li> <li>▪ Service provision for smallholder cocoa producers</li> <li>▪ Protection and sustainable management of forests</li> </ul>
South-west Mau forest block, Kenya	Tea <sup>3</sup> , dairy, beef <sup>4</sup>	<ul style="list-style-type: none"> <li>▪ Protection and rehabilitation of degraded forest sites</li> <li>▪ Monitoring and management of livestock within the gazetted forest area</li> <li>▪ Livestock intensification - dairy</li> <li>▪ Buffering/restricting access to the forest block</li> </ul>
Central Highlands, Vietnam	Coffee	<ul style="list-style-type: none"> <li>▪ Good agricultural practices (especially use of agro-chemicals and water)</li> <li>▪ Service delivery models for farmers</li> <li>▪ Soil and water conservation, reforestation, agroforestry/green belts, forest protection</li> </ul>

<sup>3</sup> There are no interventions directly on **tea** production, but tea estates and KTDA finance and implement restoration and protection measures.

<sup>4</sup> Beef is not the focus of a project, but most cattle illegally in the forest will be sold for meat.

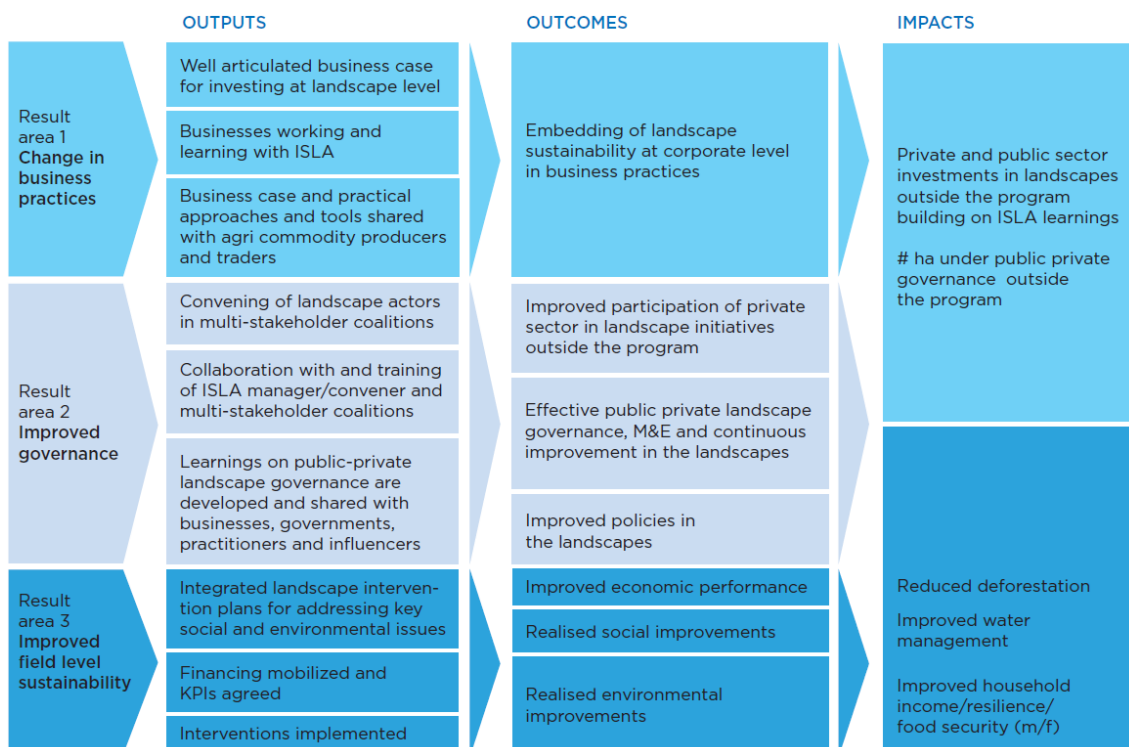
### 1.3 Theory of Change

**ISLA’s ToC has evolved over time.** UNIQUE examined three ToC versions and compared the first one (from 2014), with the revised one from 2017, and considered the latest one from July 2020 (see Annex for the ToC from 2017 and 2020). IDH’s original landscape approach is based on three pillars (also referred to as Result Areas):

**Change in business practices:** IDH works with private sector companies to develop and pilot new business models that reduce negative effects and leverage the positive effects of agricultural production on the environment and communities living in the landscape. When successful, scaling is expected by companies implementing these business models across their operations and/or by attracting additional investment from blended finance facilities.

**Improved landscape governance:** In the landscapes where the Program is implemented, IDH convenes the private sector, public sector, communities, and civil society to develop a multi-stakeholder vision and action plan for a sustainable landscape. Since 2017 IDH applies the term “Production, Protection, and Inclusion Compacts” (hereafter: PPI Compacts) for these multi-stakeholder landscape coalitions and plans. The multi-stakeholder governance platforms are expected to influence changes in policy and enforcement and should ideally be institutionalized for long-term continuation beyond the duration of IDH support.

**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 project to gain trust from the stakeholders and show action beyond talking.



**Figure 1: Theory of Change, ISLA (from the Strategic Plan 2015 – 2018, written in 2014)**

Since 2014, the ISLA ToC has substantially evolved conceptually. Over the past 7 years the framework became theoretically much richer and more explicit when laying out the intended program theory. The level of complexity of the envisioned causal chains expanded dramatically and is now introducing an explicit catalogue of types of interventions with a series of corresponding output statements, that would result into multiple stages of intermediate outcomes (with underlying assumptions) (see version 2020). A set of prominent *elements* to the ToC has evolved as learning from ongoing engagement and implementation processes at country level have been incorporated. These elements are summarized in Table 2 and elaborated below.

**Table 2: Summary overview of changes to the ToC**

Level	<b>New elements</b> in the ISLA Theory of Change: Comparing version 2014 with 2017 and 2020
Impact	<i>GHG emission reduction and storage</i> becomes explicitly an intended impact (new in 2020)
	<i>Broadening impact goal towards “ecosystem” improvement</i> (new in 2020)
Outcomes	Sustainable and <i>inclusive Landuse governance</i> elevates to an impact level- result in itself (new in 2020)
	In addition to improved policies, now also <i>improved monitoring and enforcement of policies</i> explicitly pursued (new in 2017)
	<i>Production, Protection &amp; Inclusion approach (PPI models)</i> are adopted as <i>sourcing models</i> by <i>buyers</i> and as <i>production model by producers</i> (new in 2017)
Output	IDH able to <i>showcase verifiable results</i> for landscape governance and field level <i>pilot</i> projects (contributing to scaling up of the approach) (new in 2017)
	<i>Green Growth Plan for landscape jurisdiction</i> and formal <i>PPI agreement</i> (2017) <i>Capacity development of public sector stakeholder</i> in monitoring and enforcement of policies and regulations (new in 2017) Advocacy and facilitation of <i>land tenure regularization</i> for farmers, producers, or communities (new in 2017)
Activities (explicit in 2020)	Lobby and advocacy, <i>‘compact’ building process</i> (2017), capacity development, engaging buyers and producers, <i>engaging coops and communities</i> (2020), studies and learning dissemination, scoping and matching compact needs with investment opportunities

As well as the Theory of Change there are several important performance frameworks that must also be mentioned here. The Proof of Concept (PoC) framework is used to measure progress towards key performance indicators. A PoC is defined as “*proven, scalable, private sector- IDH Performance driven solutions which are internalized by the businesses that IDH work with, in an enabling environment of effective public-private collaboration and within viable economic mechanisms*”<sup>5</sup>.

<sup>5</sup>Assessing IDH’s contribution to public good impacts at scale (2016– 2020) KPMG 2019



Alongside the Theory of Change and Proof of Concept frameworks there are also frameworks for each of IDH's impact themes; smallholder inclusion, Deforestation, Gender, Responsible Agrochemical Management (RAM) and Living Wage. There are different outputs, outcomes and impacts defined under each framework. The Deforestation framework was used for the purpose of mapping the program evidence for the review.

### **1. Introduction of new concepts: PPI Compact, Green Growth Plan, linking producers to markets and verified sourcing**

In 2017, IDH introduced several key new concepts with a more advanced narrative into the ISLA Program. Core elements of the revised narrative are the *Production Protection and Inclusion* (PPI) Compact Model (see box below), the government-led *Green Growth Plan*<sup>6</sup>, the value chain development concept by linking producers to markets, while moving beyond supply-driven certification to introducing responsible sourcing at landscape level, i.e., natural resource protection is enforced, while social and economic benefits can be generated and sustained. These new concepts also remain dominant in the latest 2020 ToC.

#### **Box 1: Production Protection and Inclusion (PPI) Compact Model**

A PPI compact is a mechanism that brings landscape stakeholders together (businesses, local and national governments, farmers, communities, civil society organizations), to discuss and agree on the conditions for sustainable production, which parts of forests need to be protected as well as the conditions of their protection. To ensure the longevity and vitality of forests, conditions must include incentives for sustainable production and forest protection, as well as some sort of enforcement mechanism to avoid failure.

([https://www.idhsustainabletrade.com/uploaded/2017/03/IDH\\_Landscapes\\_forum\\_report\\_march\\_29th\\_2017\\_Final.pdf](https://www.idhsustainabletrade.com/uploaded/2017/03/IDH_Landscapes_forum_report_march_29th_2017_Final.pdf))

IDH has realized early on during ISLA implementation, that the convening process in practice can be challenging, and requires the right skills and a systematic approach by its country staff. This said, IDH has put substantial effort into developing and clarifying the 'nuts and bolts' of the convening process, which were then introduced as guidelines to the ISLA countries. IDH held capacity development events for their own country staff and published a facilitation guide on '*Public-Private-Civic Partnerships for Sustainable Landscapes: A Practical Guide for Conveners*' in 2017, documenting the recommended procedural steps when building such partnership. The key steps are 1. Scoping, 2. Building of a Multistakeholder coalition, 3. Developing a shared understanding of the landscape, 4. Engaging in collaborative planning; 5: Implementing the interventions and 6. Monitoring and evaluating results, while there may be slight variations across countries.

---

<sup>6</sup> Regional or provincial governments in many of IDHs landscapes have economic growth targets as well as targets to reduce deforestation/natural resource depletion in their jurisdictions. IDH helps with the development and implementation of these green growth plans to achieve commitments governments have set for themselves. Green growth strategies are based on analysis of the environment and socio-economic effects of different growth scenarios of the agriculture, forestry and other land use sectors. And they include sustainable land-use management planning and creating an enabling policy environment. <https://www.idhsustainabletrade.com/approach/production-protection/> - visited April 1, 2020.

Moreover, the idea of greening the supply chain through *verified sourcing systems* was introduced to the 2017 ToC, and as such became a priority intervention area that evolved from the original 'Change of business practice' results pathway.

## **2. Advanced output logic and specification**

Secondly, over the past 7 years, the output statements laid out in the ToC became more concise in their presentation, increasingly explicit in their meaning, more tangible in their measurement, and as such have become a better reference for demonstrating accountability. While the initial ToC (from 2014) included some vague output and outcome statements that in some cases were phrased more as activities<sup>7</sup>, in the 2017 version, output and outcome headline statements have been formulated more concisely, supplemented with contributing milestones (separately below), which we consider particularly meaningful and useful for the overall understanding of the ToC.

A clear and widely understood ToC has a number of important advantages: (1) it helps to clarify intentions and align stakeholders behind a common goal, (2) it strengthens the planning process - as more clear and differentiated output and outcome statements help to further clear up the activities needed to deliver on the intended results, and (3) it facilitates transparency, as it helps to focus commitments being made by stakeholders (through the compacts). Overall, it reinforces the idea of mutual accountability among stakeholders which can be tracked through a results-based M&E System.

## **3. Recognition of short-term, mid-term and long-term changes**

During ISLA implementation it has become obvious that when describing the way towards achieving sustainable land use and improved livelihoods, it is useful not only to have a specified set of streamlined and more focused program outputs (e.g., training delivered, stakeholder convened in platform), but also defining the expected intermediate (behavioral) changes of the target group. These can be short-term, mid-term and long-term changes occurring if the project outputs were relevant and of good quality. Such intermediate outcomes deserve recognition and clear specification in a result-based program management approach.

The following critical intermediate results are newly recognized in the 2017 and 2020 ToC:

- Actual adoption of improved production, resource management and protection practices by farmers, producers and communities

ISLA has been training farmers on a wide range of alternative production practices, for example: pasture improvement and plague management techniques (in Brazil), safer use of agro-chemicals (Ethiopia), production of coconut briquettes (Indonesia), intensification of cattle and milk production, beekeeping for Honey (in Kenya), agroforestry-based coffee production practices (in Vietnam). Important is the intended behavioral change of stakeholders through the adoption of practices (i.e., practicing the learning from capacity development events, compliance with/enforcement of improved policies, enjoying income benefits through better use of financial incentive mechanisms).

---

<sup>7</sup> E.g., "convening of landscape actors in multistakeholder coalitions", "Embedding of landscape sustainability at corporate level in business practices"

- Adoption of new sourcing models by buyers

Linking buyers and producers for supply/value chain development becomes an explicit results pathway for sustainable landscape management. New sourcing models are developed by convening producers and buyers and subsequently implemented in form of pilots with the long-term intention of further scaling up the adoption of the sourcing model. Brazil, Vietnam and Indonesia have developed verified sourcing models (for cattle beef, soy, coffee, palm oil) for their ISLA PPI compacts, and adoption, i.e., companies are actually sourcing from these areas, is underway in Brazil. It is measured as the volume of sustainable produced products (cattle and soy).

- Effective enforcement of environmental policies and regulation

More than providing (capacity development) support on policy development, ISLA has delivered capacity development support to jurisdictional governments with the objective to strengthen the enforcement capacity of existing environmental regulations. For example, in Brazil, ISLA is helping to install a traceability system for cattle purchased from deforestation free producers; and assisting smallholders with land tenure regularization, and in complying with other environmental regularization; in South-West-Mau, Kenya, ISLA has built the capacity of the Kenya Forest Services in the surveillance and enforcement of forest closures.

- “Inclusiveness” as an intermediate outcome towards reaching sustainable landscape governance

The ISLA Secretariats are putting substantial effort into making the convening process most inclusive since it has proven to be a critical factor in good landscape governance globally. Although each Secretariat varies slightly in their approach to ensuring inclusiveness, ultimately it is about first *sensitizing* a diverse set of stakeholders (farmers, communities, NGOs, governmental organizations, firms) about the overall cause; then *gauging common interests and potential win-win solutions*; and finally *facilitating trust, commitment and mutual accountability* through a transparent, results-based engagement process that can be sustained in the long-run.

Getting the “right” stakeholders on board has been critical for the overall success of the initiative, and it depends on the stakeholders’ (i) capacity to effectively participate in a platform, (ii) genuine commitment and attitude towards accountability and in taking responsibility, (iii) empowerment to take decisions for the stakeholder group they represent, and (iv) economic interests. In addition, there is a *reputational risk* dimension to IDH when making sure that the compact is not only inclusive, but that potential members are indeed committed to acting, rather than being (passive) members for (corporate) visibility reasons only. It is also a must for sustainability in the long run.

#### **4. Reframing of the Impact Statement**

In the latest ToC (2020), the impact statement for ISLA has been reframed: *GHG emission reduction and storage* has been included as a top objective since it is one of the logical effects of reduced deforestation (also influenced by the global climate change discourse); the narrative has boarded from being deforestation and water management focused towards an “*ecosystem improvement*” objective; and *sustainable and inclusive landuse governance* has elevated to an impact-level result by itself.

## 2 EVALUATION APPROACH AND METHODOLOGY

---

The ISLA program evaluation addresses key questions based on the OECD-DAC evaluation criteria on the program's relevance, coherence, effectiveness, efficiency, expected impact, and sustainability. Multiple sources of data and analysis are triangulated to build up a comprehensive, contextualized perspective and integrated understanding of how the ISLA project design and implementation contributed to behavioral change and development outcomes:

- a) ISLA program evidence
- b) ISLA project case studies with field data collection
- c) Key informant interviews
- d) Online survey of stakeholders
- e) Remote sensing

- a) ISLA program evidence

Over 200 documents were listed in the self-reported ISLA country evidence maps that accompanied the ISLA program documentation delivered to UNIQUE at the start of the project. ISLA program evidence was assessed in a two-stage process: (1) Screening of all pre-selected country evidence in each results area for eligibility and scoring of all evidence considered eligible for its fitness for purpose (including quality); (2) Assessing the overall strength of the body of evidence at ISLA program level (i.e., program level analytics from the fitness for purpose scoring) and mapping of strength of evidence by results area.

The mapping revealed that there is relatively better-quality evidence for assessing changes in business practices compared to field level change and sector governance. For some countries, there were several categories for which no evidence was provided, or for which evidence provided did not meet the quality criteria described above. The evidence mapping approach is described in further detail in Annex 8.

- b) ISLA project case studies with field data collection

The contribution of field level projects to the ISLA targets was assessed by several case studies which were selected based on recommendations by IDH and by the importance and size of the projects.

**Table 3: List of case studies**

Projects	Country	Main implementing partner
Sustainable Production of Calves Program <sup>8</sup>	Brazil	ACRIMAT
Cultivando Vida Sustentável		Clube Amigos da Terra (CAT) de Sorriso
Bumitama Biodiversity and Community Project <sup>9</sup>	Indonesia	PT Bumitama Gunajaya Agro
Improving Sustainable coastal Forest Governance through Village Forest Business Model Development		Sampan
Global Good Agricultural Practice (GGAP) certification for selected smallholders' cooperatives	Ethiopia	Meki Batu Fruit & Vegetable Union
Reforestation I		Horn of Africa Regional Environment Centre and Network
Dugda-Meki Natural Resource Conservation and Livelihoods Enhancement Project		Self Help Africa
Pilot Solid Waste Management Project		Batu Municipality
Deforestation Prevention and Remediation at Landscape-scale in Cavally Classified Forest and Surrounding Cocoa Production Areas	Ivory Coast	Barry Callebaut (BC) & Wild Chimpanzee Foundation (WCF)
Census of the Goin Debe and monitoring of the Cavally classified forests (CF)		Société de Développement des Forêts (SODEFOR)
Livestock intensification	Kenya	SNV
Adopt a forest		Integrated Forestry Consultancy and Management Services Ltd.
South Western Mau Ecosystem Conservation Project		Rhino Ark Kenya Charitable Trust
Di Linh Protection, Production & Inclusion Compact	Vietnam	District people committee Atlantic Commodities (ACOM) Vietnam Ltd. and Louis Dreyfus Company for the Service Delivery Model

### c) Key informant interviews

Key informant interviews were conducted to gauge stakeholder views from a range of different actors. Interviewees were selected based on the case studies selected above as well as recommendations from IDH program staff. IDH staff in each landscape and at headquarters were also consulted. A full list of stakeholders interviewed can be found in Annex 7.

<sup>8</sup> Done by KIT for the NICFI evaluation.

<sup>9</sup> Done by KIT for the NICFI evaluation.

d) Survey

A survey was conducted with project stakeholders. Although IDH staff also responded to this survey, results exclude IDH staff responses and only represent project stakeholders. In total, 42 stakeholders responded to the survey. Responses were somewhat unevenly distributed across countries, with two-thirds of responses coming from Vietnam and Ethiopia. Aside from IDH representatives, stakeholders from Indonesia and Brazil were not invited to participate in the survey due to the concurrent evaluation of the IDH-NICFI program, which covered the same landscapes in those countries. However, key informant interviews were conducted with stakeholders from Indonesia.

**Table 4: Summary of survey respondents**

Country	Number of respondents	Percentages
Ivory Coast	6	14%
Kenya	8	19%
Vietnam	14	33%
Ethiopia	14	33%
<b>Total</b>	<b>42</b>	<b>100%</b>

The IDH-NICFI program, which is implemented in the same landscapes in Indonesia and Brazil as the ISLA program was evaluated by KIT Royal Tropical Institute almost in parallel. Their results are integrated in this report as far as possible. Where relevant, results are presented according to type of stakeholder. The breakdown of respondents by stakeholder type is presented in Table 5. While the absolute number of respondents is limited, the survey still provides useful insights and comments from the different stakeholder perspectives.

**Table 5: Survey respondents by stakeholder type – self identified**

Stakeholder type	Totals	Percentages
Private sector <sup>10</sup>	8	15%
National Government	8	15%
Local or Regional Government	3	6%
Non-Government Organization	14	26%
Community organization	1	2%
Research/education/knowledge institution	3	6%
International Development Partner	5	9%
Implementing partner	5	9%
Other	6	11%

The KIT analysis involved two different survey assessments. A Lot Quality Assured Sampling Survey via telephone, and a web based Sprockler Survey. The telephone survey was dropped in Brazil due to very low response rate and was only conducted with companies in Indonesia. The

<sup>10</sup> Includes implementing partners from the private sector.

Sprockler survey focused on most significant change stories from the landscape. The approach is described in detail in the KIT evaluation paper. The Sprockler Survey collected 23 responses from Indonesia, and 11 from Brazil, however the questions are quite different from those collected via the UNIQUE online survey, focusing on one specific project or event, rather than taking on overall view of the ISLA program in the landscape.

The Sprockler interviews were conducted as a complement to key informant interviews. This included stakeholders from the private sector, government/public sector, IDH staff, civil society organizations and communities.

Due to the presence of these data collection efforts in Brazil and Indonesia, UNIQUE was instructed not to include these stakeholders in our data collection efforts. This was done to avoid consultation fatigue in these landscapes. Instead, UNIQUE focused on obtaining responses from Ethiopia, Ivory Coast, Kenya and Vietnam. IDH staff from Indonesia and Brazil were invited to participate and as such where survey results are presented for Indonesia and Brazil these are only representative of the IDH secretariat perspective. Where Sprockler survey results are available (e.g., if similar questions were asked), these are presented to complement the UNIQUE survey results.

e) Remote sensing

For remote sensing various datasets and methodologies were used due to data availability and the fact that UNIQUE undertook a separate analysis to the KIT remote sensing evaluation. The methodology and results are described in detail in section 3.5.

## 3 PROGRAM LEVEL RESULTS

---

### 3.1 Relevance

**The ISLA program was relevant in each country and landscape because it addressed key agri-commodity production and environmental protection needs and priorities of the stakeholders in the landscape.** In Mato Grosso for example, the expansion of cattle ranching, and, indirectly, soy farming are the key drivers of deforestation in the state.<sup>11</sup> According to IDH (2014), deforestation is also associated with land clearing by smallholders and settlement schemes. These groups often have no land titles, and very limited access to technical assistance, credit and markets. The program works with both commercial and family farms engaged in the beef and soy value chains, and national and international buyers of these commodities committed to sustainable sourcing strategies. At compact level, the PCI approach offers soy traders and meatpackers an entry point to reach the producers to promote their sustainability strategies, e.g., deforestation free value chains and certification.<sup>12</sup> In Indonesia palm oil, rubber, timber, and minerals<sup>13</sup> are key commodities produced in the landscape. The establishment of large-scale oil palm and timber plantations in concessions is a key driver of deforestation. Smallholders are increasingly investing in oil palm, selling the fruits to neighboring concessions. Dryland agriculture and cultivation of rubber by smallholders are important causes of deforestation and peatland degradation as well (Hatfield, 2018<sup>14</sup>). Interviews conducted by KIT<sup>15</sup> indicate that the jurisdictional approach, getting stakeholders from different levels and with different interests to commit on the GGP and PPI compacts, is valued because it allows different stakeholders to reach consensus and establish tangible goals that can be worked towards in the landscape. Stakeholders also appreciated the combination of forest protection and increasing productivity in one program.

**The ISLA program was relevant in each country and landscape because it filled a gap in the stakeholder landscape by bringing different parties together, sharing knowledge and pointing to challenges those stakeholders needed to fix.**

---

<sup>11</sup> Ranch land is often converted to cropland at a later stage. Land grabbing is an underlying cause of deforestation, whereby forests are cleared to gain ownership for public land. Refer to KIT (2021, draft full evaluation report) for details.

<sup>12</sup> Trading companies interviewed by KIT already had sustainability policies in place, to comply with legal requirements and market demand (KIT draft evaluation report for Brazil; version 06.04.2021).

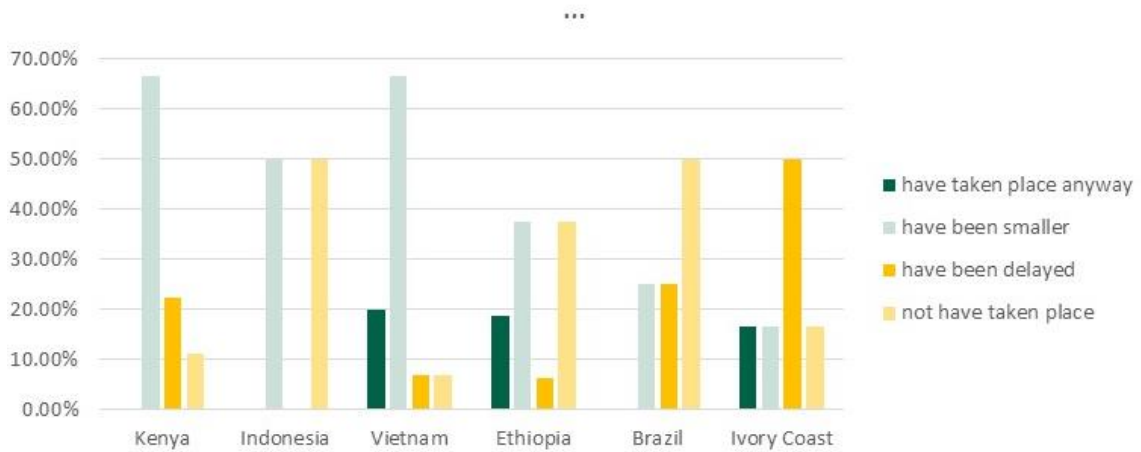
<sup>13</sup> The IDH "Outline 2015-2018: work plan and budget 2015" lists mining as one key sector. Looking at public data on mining concessions this still holds true today. This is further emphasized by the incidence in one of the projects where part of a biodiversity corridor established by an oil palm concessionaire was partly destroyed for mining infrastructure. It may be necessary to reflect the mining sector in the next phase.

<sup>14</sup> HatfieldIndo\_2018\_green\_growth\_plan\_WestKalimantan\_1\_baseline.pdf

<sup>15</sup> Draft evaluation report (06.04.2021). Indonesia chapter, see 1.3.5 in KIT report: 2021-04-06\_Indonesia.docx



Without ISLA engagement, the activities in our landscape would



**Figure 2: Relevance of ISLA**

Source: UNIQUE Online survey<sup>16</sup>

For the Indonesia and Brazil survey’s KIT asked a similar question relating to the importance of the IDH in perceived changes in the landscape. It can be seen from Figure 3 that IDH was perceived as having a very important role in facilitating landscape changes.



**Figure 3: Importance of IDH in bringing change to the landscape in Brazil and Indonesia**

Source: KIT Sprockler Survey 2021

\* All but two responses relate to West Kalimantan. \*\* All responses relate to Mato Grosso Landscape.

Key informant interviews indicate that especially in countries where IDH has been working for a longer time, its convening role is highly valued by stakeholders. The AlphaBeta consultant interviews with IDH landscape partners conducted in 2018 also supported this finding. Stakeholders appreciate the convening role that IDH plays and has strong ties to the private sector. IDH is regarded as a “peer organization setting up landscape approaches” and is “well-positioned to look into helping governments design appropriate... incentives that can have a transformative

<sup>16</sup> Note that stakeholders from Brazil and Indonesia only includes IDH representation as explained in Chapter 2.

*change for ...development*". Key recommendations from this round of consultations are to take a more focused approach to build on existing initiatives. Further recommendations included expanding the convening role to support project implementation, establishing a platform for learning and innovation, and to go beyond deforestation. Finally, stakeholders also requested that a value chain approach should be used to link the market to sustainability goals. The SourceUp platform is a good example of IDH responding to stakeholder demands.

**The inclusion of the private sector in the landscape approach has been relevant because the natural resource management issues are being addressed more effectively with private sector involvement and financing (see also section on efficiency).**

In Vietnam, trading companies sourcing coffee and other commodities in the Central Highlands are increasingly required to implement sustainable sourcing strategies, i.e. ensure compliance with regulations, fair pricing, environmental sustainability, and high product quality. The service delivery model implemented in the framework of several projects by private sector partners, enables farmers to adopt better practices. The companies train farmers in good agricultural practices and facilitate access to quality agrochemicals and seedlings. Additionally, selected trading companies committed to source preferentially from farmers complying with production standards and pay premium prices. The SourceUp platform is a new initiative which aims to turn the concept of Verified Sourcing Areas into a reality and enhancing the connection between buyers and producers. Given the resources available to companies (versus government extension services) and inherent interest of the companies, the service delivery model piloted under ISLA has the potential to scale up adoption of sustainable agricultural practice across the landscape.

In Brazil, the participation of the private sector is seen by some as fundamental to the program's development. According to an external consultant to the Round Table for Responsible Soy<sup>17</sup> (RTRS) the greater demand from companies for certified soy impacted on the production level. The good cooperation with the private sector was also highlighted by an NGO in Brazil. The company Bayer is supporting soy certification in Sorriso. The company subsidized 50% of the audit process to obtain certification from RTRS. Private sector partner involvement varies, some - like Bayer - directly contribute to field level implementation. Others, e.g. large national and Euro-pean traders and processors of beef have committed to source preferentially from the PCI compacts in Jurena and Cotriguaçu.

Kenya interview respondents said that Unilever played a key role in reforestation. There was important support for nurseries and tree planting that could not have happened without the project.

**The majority of the private sector recognizes the landscape approach as a useful and meaningful tool to address the sustainability issues in the sector and use the multi-stakeholder process to create trust and use the opportunity for dialogue with stakeholders.** A cocoa company working in Ivory Coast stated that the ISLA program strengthened activities already carried out in the field, such as environmental protection, forest preservation, agroforestry, distribution of

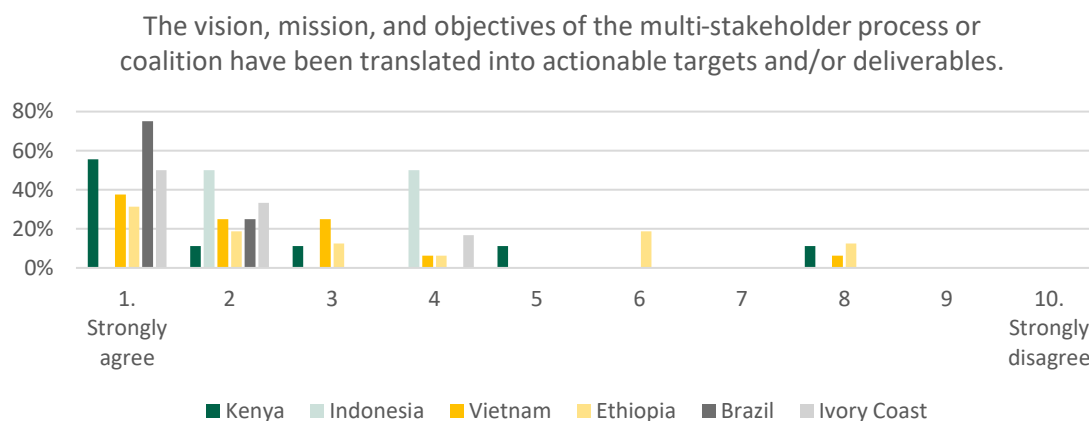
---

<sup>17</sup> The RTRS has a long relationship with the IDH. The IDH has already co-financed some projects in Brazil to increase the sustainability of producers, including activities linked to RTRS certification.

shade trees, mapping, training of coaches and producers. Similarly in Brazil, a representative of Bayer interviewed by UNIQUE stated that the landscape approach facilitates company actions and creates great opportunities.

**Overall, there is a strong consensus among stakeholders that the multistakeholder approach results in actionable targets.** However, some private sector participants noted difficulties in reaching consensus. Some respondents noted that the multistakeholder approach can be “*restrictive at the start due to poor coordination, but this turns into a source of common knowledge and important experiences to facilitate mutual enrichment*”. While the vast majority of comments were positive, issues raised from online survey commentators included that meetings were not held regularly, or that there was insufficient commitment from the local government. Another issue raised was lack of trust: *The trust among the private and public institution and the community is very low and that contributed to the challenges on the coordination of the multi-stakeholder processes.*

Implementing partners and National Government tended to have a more positive view for this question, with 60% and 63% of respondents strongly agreeing with this statement, whereas for private sector respondents and NGOs (25% and 29% strongly agree, respectively), the response was less positive. Respondents from Kenya, Vietnam and Brazil also tended to view this question more positively relative to other countries, with Ethiopia showing the least positive response of all the landscapes considered.



**Figure 4: Relevance of multi-stakeholder approach**

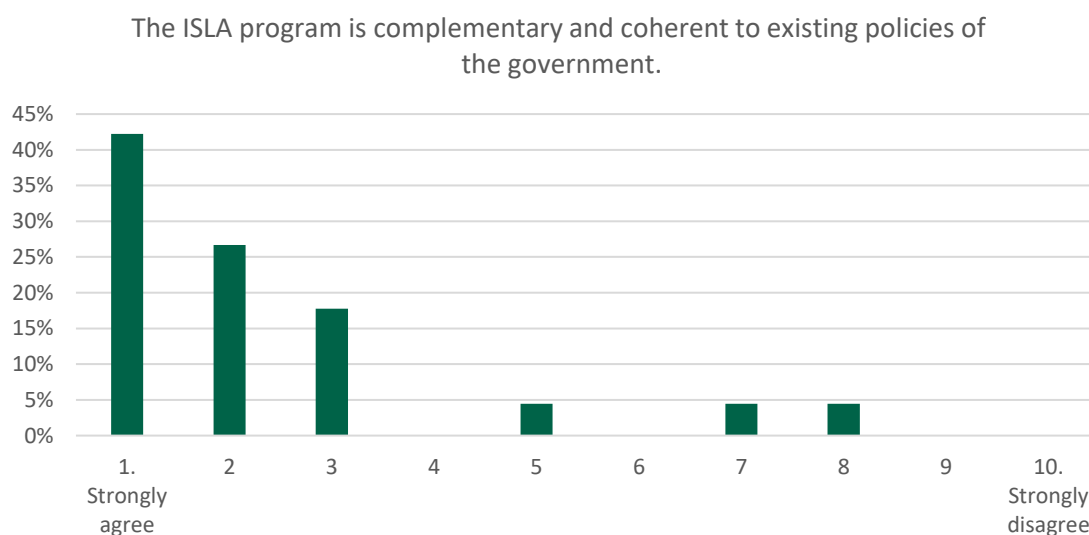
Source: UNIQUE online survey<sup>18</sup>

<sup>18</sup> Note that stakeholders from Brazil and Indonesia only includes IDH representation as explained in Chapter 2.

## 3.2 Coherence

**The IDH landscape approach has been complementary and coherent to IDH’s value chain approach in the landscapes where the ISLA program has been implemented.** From 2008 to 2014 IDH worked on supply chain development to increase the supply of certified commodities under the implicit assumption that the markets would absorb those. This was followed by an understanding that not all environmental issues can be tackled via a farm-based certification approach but required a larger landscape approach integrating all relevant stakeholders. The IDH value chain programs continue but have evolved building on learnings that have been harvested over time across IDH operations. Important innovations in this respect are the work on risk finance (farm fit) and verified sourcing areas (SourceUp).

**The majority of stakeholders agree that the ISLA program has been complementary and coherent to government policies in the landscapes where the Program has been implemented.**



**Figure 5: Coherence of complementarity of ISLA to existing policies of government.**

Source: *UNIQUE online survey*<sup>19</sup>

In Mato Grosso IDH supports the implementation of the PCI strategy and full institutionalization of the PCI institute; Brazil is quite advanced regarding mechanisms for land tenure regularization and ensuring environmental compliance. Of relevance in this context are the Rural Environmental Registry, and the designation of Permanent Preservation Areas and Legal Reserves on private land. However, implementation of these tools is lacking, largely owing to capacity constraints in government agencies. IDH supports landowners and agencies in the participating municipalities in achieving the compliance requirements and their control.

In Indonesia, the program actively contributes to the mainstreaming of the national Green Growth Program and NDC in provincial and district level strategies and plans. The country follows a jurisdictional approach to REDD+; ISLA’s definition of the landscape and sub-landscape using the provincial and district boundaries is complementary.

<sup>19</sup> Note that stakeholders from Brazil and Indonesia only includes IDH representation as explained in Chapter 2.

In Kenya, the government has shown clear commitment to protect and restore natural forests but has very limited resources to implement the necessary activities. ISLA contributes to fill this gap, by providing resources, leveraging investments from private sector and others, and improving efficiency by coordinating the previously disjointed initiatives of different stakeholders better.

Vietnam shifted towards a more inclusive and environmentally sustainable path of development, expressed in the Agricultural Restructuring Plan approved in 2014. ISLA's PPI approach is coherent with the strategy and supports the development and enforcement of policies. IDH supported the Vietnam Green Growth Strategy in Lam Dong province through the development and signing of three PPI compacts covering 11,00 hectares. The Verified Sourcing Area concept was fundamental to the approach, which included involvement from a range of public and private sector actors. IDH also supported the implementation of the National Irrigation Law, by developing water allocation at the regional level, in partnership with MARD, the ADB and other stakeholders (AR 2017).

**In general, the alignment with other donor funded development programs is good.** In Vietnam ISLA works in close partnership with the World Bank funded Vietnam Sustainable Agricultural Transformation Project. In Mato Grosso and West Kalimantan, ISLA is implemented jointly with the NICFI. With ISLA support, national stakeholders were able to secure large funding, e.g. in Brazil from KfW, British Energy and Industry Strategy (BEIS) and the World Bank.

### 3.3 Effectiveness

**Overall, ISLA has been successful in convening multi-stakeholder coalitions playing a key role in sustainable landscape management.** The results from the UNIQUE online survey and interviews with coalition or compact stakeholders suggest that overall, the multi-stakeholder process/ coalition building process has been successful. Most stakeholders consider the ISLA facilitated coalition building process as

1. a useful and meaningful tool to address sustainability issues in the landscape,
2. a mechanism that creates trust, dialogue, and coordination among stakeholders,
3. a useful mechanism to encourage business engagement among stakeholders in a landscape,
4. having a good representation of stakeholders in the landscape.<sup>20</sup>

**However, there are some sceptics among the participating stakeholders in all countries that can be detected from the survey and confirmed through interviews:**

---

<sup>20</sup> These results are in line with a growing body of evidence that certain qualities of multi-stakeholder platforms - such as process, inclusion, commitment, the culture of collaboration, convening power or mechanisms of good coordination and shared learning affect the outcome of multi-stakeholder fora of land-use. J.P. Sarmiento Barletti et. al., Designing for engagement: A Realist Synthesis Review of how context affects the outcomes of multi-stakeholder forums on land use and/or land-use change, *World Development* 127 (2020) 104753; Chervier C, Piketty M-G and Reed J (2020) A Tentative Theory of Change to Evaluate Jurisdictional Approaches to Reduced Deforestation. *Front. For. Glob. Change* 3:498151. doi: 10.3389/ffgc.2020.498151.

1. Some coalitions lack representation of community leaders in the coalition, and at the same time there has been political unrest in the project regions which has weakened the process overall (and prevented regular meetings);
2. It appears that there is a mixed perception across landscapes about whether in all coalitions stakeholders are aligned behind a shared vision that is fully embraced by all; in the African ISLA countries the hesitation about agreeing with this statement is the highest;
3. There were several instances where respondents felt that their views were not adequately considered in coalition discussions.

There are two caveats to these observations. One is that the evaluation team collected information from coalition members only. The second caveat is that the institutional, economic and socio-political context as well as the environmental awareness level differs across countries and therefore expectations about the effectiveness of such coalition building process need to be weighted differently.

In the next few sections effectiveness is assessed along the three results areas and their Key Performance Indicators (KPIs). Achievements by landscapes are presented in the annex. KPIs are reported according to the IDH Proof-of-Concept framework and information is sourced from the IDH Annual Report 2020. This was validated using the available evidence mapped to the Deforestation framework used for portfolio evaluation. A concluding section ties the results to the evolution of the ToC.

### 3.3.1 Results Area 1 Change in business practices

In terms of the output targets under Results Area 1, change in business practices, the ISLA program has performed very well across four landscapes in Brazil, Indonesia and Vietnam where targets have been exceeded, in some cases by many multiples of the original target. There is slightly lower achievement of program targets for Kenya, Ethiopia and Ivory Coast, although the achievements are still satisfactory against a background of challenging circumstances, particularly in Ivory Coast.

#### **Key performance indicators**

The Key performance indicators reported below are reported according to the Proof-of-Concept framework used to measure progress in the IDH Annual Report 2020. It should be noted that while some indicators are uniform across the different landscapes, not all projects within every landscape have established the same targets. Individual projects in each landscape have a variety of context-specific, tailored targets which are not reported here. As such, the results reported for KPI achievement are not by any means a comprehensive assessment.

Achievement of results under RA 1, change in business practices are summarized in Table 6 based on the IDH Annual Report for 2020. Output 1, private sector sustainability investments in the program, shows strong results across all landscapes aside from Kenya and Ethiopia. Leveraging other sources of finance, output 2, has uneven achievement, with very strong results in

Vietnam, but low percent of achievement in other countries. While no target was set, ISLA Brazil has been very effective in raising other sources of investment. There has been significant leverage of funding from the private sector in West Kalimantan, almost double the target. Output 4, business case development, has the highest overall achievement, with Indonesia, Ivory Coast, and Kenya all achieving or exceeding their targets.

**Table 6: Achievement of RA 1, Output 1, 2 and 4 (% of targets achieved)<sup>22</sup>**

Country	Output 1: Private-sector (sustainability) investments in the program	Output 2: Other sources of public or private investments/ funding leveraged by the program	Output 4: Business cases devel- oped to demonstrate the potential of sustain- able practices	Country average
<b>Brazil</b>	129%	No target set	100%	115%
<b>Ethiopia</b>	50%	34%	83%	67%
<b>Indonesia</b>	196%	No target set	325%	261%
<b>Ivory Coast</b>	72%	34%	50%	61%
<b>Kenya</b>	42%	16%	200%	121%
<b>Vietnam</b>	254%	409%	300%	277%
<b>Average</b>	124%	123%	176%	150%

Source: IDH Annual Report 2020

While it is useful to set targets to track program achievement, output targets for Results area one appear to be poorly defined due to the high degree of variance in the degree of achievement across the landscapes. It is difficult to establish meaningful targets at the outset of a program due to the uncertainty inherent in each project, and in particular private sector funding and other co-investment are clearly difficult to anticipate. However, in general, targets were overly ambitious in the African nations, and under ambitious for the other landscapes where funding targets were easily achieved – in particular in Vietnam. Another approach could be to set minimum targets rather than overall funding goals to ensure that a certain level of achievement is reached.

<sup>21</sup> IDH Annual Plan 2021 in KIT 2020 evaluation report#

<sup>22</sup> Proof of Concept frameworks do not contain an Output 3 for landscape level achievement in Results Area 1, change in business practices.

**The ISLA field level projects have contributed to sustainable natural resource management; sustainable agricultural production; and inclusion of smallholders and local communities in the intervention landscapes.** Results from the online survey and stakeholder interviews show that sustainable land management practices have been adopted across the project landscapes and that local communities have benefited from improved access to finance, training programs and increased investment. Field level evidence is discussed in section 3.3.3.

## Surveys

The UNIQUE online survey confirms that ISLA has contributed significantly to a change in business practices (Table 7) through a variety of channels. On average, over 82% of survey participants agreed that these changes were somewhat, mainly or completely attributable to ISLA involvement in the landscape.

**Table 7: Survey responses: ISLA’s contribution to changing business practices**

	Significant Improvement	Improvement	No Change	Decline	Significant decline
Private funding for sustainability	29%	63%	6%	2%	0%
Public commitments	33%	57%	10%	0%	0%
Sustainable sourcing	21%	65%	15%	0%	0%
Engagement among Stakeholders	37%	59%	4%	0%	0%
Service delivery to farmers (e.g. inputs, improved technologies, training)	35%	54%	8%	2%	0%
Farmer access to finance	19%	48%	33%	0%	0%
Farmer access to markets	17%	62%	21%	0%	0%
Health and safety improvements	9%	57%	33%	2%	0%
<b>Average</b>	25%	58%	16%	1%	0%

Source: UNIQUE Online Survey 2021.

In general, survey respondents stated that there had been significant improvement, or improvement in all the business practice areas as shown in Table 7. Results were quite consistent across countries in most of the categories listed in Table 7. The least successful areas were “Farmer access of finance” and “Health and safety improvements”, where a third of respondents noted that no change had occurred. However, for Ivory Coast, a higher proportion of participants reported no change in terms of farmer access to finance (80%) and Farmer access to markets (60%), and health and safety improvements (80%)<sup>23</sup>. This could be due to the relatively slow progress in Ivory Coast which has been caused by bureaucratic difficulties and data sharing issues.

<sup>23</sup> Note that projects developed in Ivory Coast are less developed than other landscapes and the sample size of 6 is very small.



According to the Sprockler survey conducted by the KIT evaluation in Brazil, changes in business practices focused on agricultural intensification and conservation of forest. IDH projects led to improvements with respect to deforestation free value chains and traceability of supply, as well as the establishment of verified Sourcing Areas.

Sprockler survey results from Indonesia indicate that conservation was improved and there was also more focus on participation of community groups. Companies surveyed made changes in production practices, including reduced area of land under cultivation, and adopting good agricultural practices such as improved fertilizer use, and water and pest management (KIT Evaluation report, 2021). Companies also recognize the importance of collaboration with smallholder farmers and have made investments in community capacity building. It should be noted that around two thirds of companies surveyed in Indonesia indicated that the changes would have taken place without the IDH landscape program.

### **Stakeholder interviews**

In Ethiopia, evidence from stakeholder interviews related to specific projects indicates that there have been some clear success stories, while other projects have had mixed impacts. In many projects, business practices have changed as a result of training provided by IDH projects. Target farmers in the LND 177 GGAP certification project are now applying correct amounts of fertilizer and pesticides as well as using improved safety equipment and procedures. Farmers also report improved access to credit. Participants under the projects LND 89 Reforestation, and 18197 Dugda-Meki Natural Resource Conservation and Livelihoods Enhancement Project indicated that while tangible changes are yet to be seen from these projects, the knowledge gained through the project training programs is beneficial and long lasting. Participants from the project LND 143 Improving Solid Waste Management reported that waste management had improved considerably as a result of the project.

In Ivory Coast, interview participants indicated that the ISLA program had helped to achieve private sector targets and improved traceability of cocoa products and overall increased the professionalism and planning of cooperatives. ISLA also helped to facilitate training on good environmental practices with respect to agroforestry. In other projects awareness has been raised regarding classified forests and protected areas and the program also supported improved surveillance measures and infrastructure although problems remain in enforcing forest protection.

In Kenya, IDH is working with a mix of public and private sector entities in developing and piloting new business models that are improving agricultural production and sustainability in the South-West Mau landscape. Key activities include 1) establishing Dairy cooperatives to provide ready and sustainable markets for dairy farmers that encourages intensification of dairy cows mostly to a semi-zero grazing production, 2) introducing fodder growing on farmer fields to reduce grazing in the forest and boost milk production, 3) Providing energy saving cookers together with charcoal making kilns from other farm materials to schools around the forests that reduces firewood use, and 4) generating biogas for fuel from farm and animal waste that is cleaner and greener energy than the traditional firewood for cooking.

Changes in business practices include improved livestock management through changes in grazing practices and intensified production as well as improved pasture management. There has been a shift towards dairy production and away from beef production – as noted by one farmer:

*“keeping cattle was our culture, we did not fully explore the economic benefit through milk production, we did not know that dairy farming is a great business. The trainings we have had have completely changed our minds.”*

In Vietnam, the Lam Dong Green Growth Action Plan has aimed to change farmer production habits through organized training programs and increased investment. Techniques such as land use planning and improved cultivation techniques such as intercropping, have been accepted by communities. The use of prohibited pesticides has also been reduced in the pilot commune of Tan Nghia, which is serving as a blueprint for upscaling in the Di Linh District. Forest boundaries are also more respected in this region. Irrigation efficiency has also been greatly improved thanks to infrastructure improvements brought about by the ISLA program. From a stakeholder interview: *“The project has gradually ensured the harmonization of socio-economic and environmental aspects through activities such as: Developing a high value coffee supply chain, improving farmers' income through activities: applied new plant varieties, soil improvement measures, water saving, saving input resources and environmental protection measures.”* In Brazil, producers were at first reluctant to adopt new production practices but after understanding the benefits there has been widespread adoption. Certification has been more prevalent among medium or large producers due to the associated costs. Market access is a strong incentive for producers to certify their production practices (KIT Evaluation 2021).

In Indonesia, farmers in the Padang Tikar community have received training in forest protection and sustainable farming and have received financial support for alternative livelihoods development such as honey, carb farming and coconut briquette development. There is anecdotal evidence of reduced deforestation and improved crab production and greater awareness of forest environmental functions among communities. The ISLA project has also helped local people to manage COVID-19 related economic difficulties through business diversification. The Credit Union Kayuh Nusantara Berdikari project has also improved the financial knowledge of the local communities, and improved access to finance for fishermen and farmers.

ISLA has been highly successful in coordinating and facilitating private sector involvement in the landscapes. This includes participating in the landscape governance mechanisms and by encouraging investment in field-level projects contributing to improved natural resource management and improved livelihoods of agricultural and forest communities. Interactions with the private sector are context specific and thus highly variable. One positive aspect of the ISLA program is the flexibility of the approach combined with the long-term commitment which allows for consensus to be reached and allows for maximum buy-in and ownership from private sector stakeholders.

In Brazil, there was initially a conflict between environmental protection and feasible production models. A key role of IDH was to mediate this conflict and find ways to encourage private sector involvement in this landscape. The PCI approach acts as a basis for investments and has engaged various companies to promote deforestation-free supply chains and implement their sourcing policies. For example, the Sustainable Production of Calves project in the Juruena and Araguaia Valleys, improved the traceability of indirect cattle suppliers to ensure deforestation-free supply chains. IDH has also established all PCI Compact areas as verified sourcing areas ready on the SourceUp portal (KIT evaluation 2021).

In Indonesia the private sector controls large land resources and has financial resources that the government does not have. In this case it was key to formulate a market driven approach and

carefully manage reputational risks. ISLA helped to develop business models that would reduce pressure on forests and emphasize the economic value of the forest. In the Sampan project, ISLA also provided contacts and networks as well as knowledge on markets and finance that helped to facilitate the project.

In Ethiopia, ISLA established the Ziway-Shalla Sustainability Partnership, which provides a platform for exchange between stakeholders. Water use is a source of great conflict and ISLA played a role in resolving conflicts between private sector firms and local communities over water use by ensuring that mutually beneficial solutions are implemented which improve water use efficiency. This also helps flower farmers to meet standards imposed by EU import markets and get certification for their products.

In Vietnam, the flexibility to design interventions was a very positive aspect of the ISLA program that allowed the private sector to fund activities through IDH initiatives. This reduces the bureaucratic barriers to investment from the private sector and allowed for better alignment of public and private spending. ISLA has also allowed for much better coordination and co-financing of public and private investment – IDH engagement with the VnSAT program is a good example of this. IDH has also assisted private sector firms to reach production targets by engaging the entire landscape. For example, Jacob Douwe Egberts public commitment to sustainable sourcing can be met by sourcing from a PPI area.

In Kenya, deforestation and forest degradation impact produce a shared problem for communities and private sector tea estates. Tea estates were previously operating independently on restoration efforts but through ISLA a better coordinated approach to supervising and monitoring was implemented. It also facilitates the long-term approach needed for successful restoration.

In Ivory Coast, ISLA co-funded and supported the implementation of the Cocoa and Forests Initiative and has co-funded pilot projects on traceability in collaboration with Barry Callebaut and CEMOI. Private sector companies in Cavally have strong incentives to reduce deforestation and ISLA works with them to increase the scope of these activities and better coordinate them.

### 3.3.2 Results Area 2 Improved governance

#### **Results show that governance has improved over the implementation period of ISLA (Table 8).**

Targets around policy and regulatory changes that contribute to sustainable production were achieved in three countries. Ethiopia has no policy changes yet but is laying the foundations with the Ziway-Shalla sub-basin study.<sup>24</sup> Landscape plans have been developed in all landscapes, with Vietnam and Indonesia significantly overachieving their targets. In Brazil six landscape plans have been developed and operationalized which have helped to implement state level policy actions against deforestation. The most important role of IDH so far has been to support the implementation of Mato Grosso's PCI Strategy. Interviews from Indonesia show that the ISLA program helped to prioritize the advancement of key land governance issues.

---

<sup>24</sup> Water resources and demand study in Ziway Shall sub-basin. It should be noted that in Ethiopia, an organization has to be registered to effect policy changes. IDH Ethiopia only registered in Ethiopia in August 2019 the aforementioned study is expected to contribute to policy development.

**Table 8: Achievement of RA 2, outcomes 4 and 5 (% of target achieved)**

Country	Changes at policy and regulatory level contributing to increased sustainability of commodity production and improved management of natural resources	Landscape plans developed and operationalized	Country averages
Brazil	83%	100%	92%
Ethiopia	50%	50%	50%
Indonesia	70%	280%	35%
Ivory Coast	100%	100%	100%
Kenya	100%	100%	100%
Vietnam	167%	250%	208%
Average	95%	100%	

Source: IDH Annual Report 2019

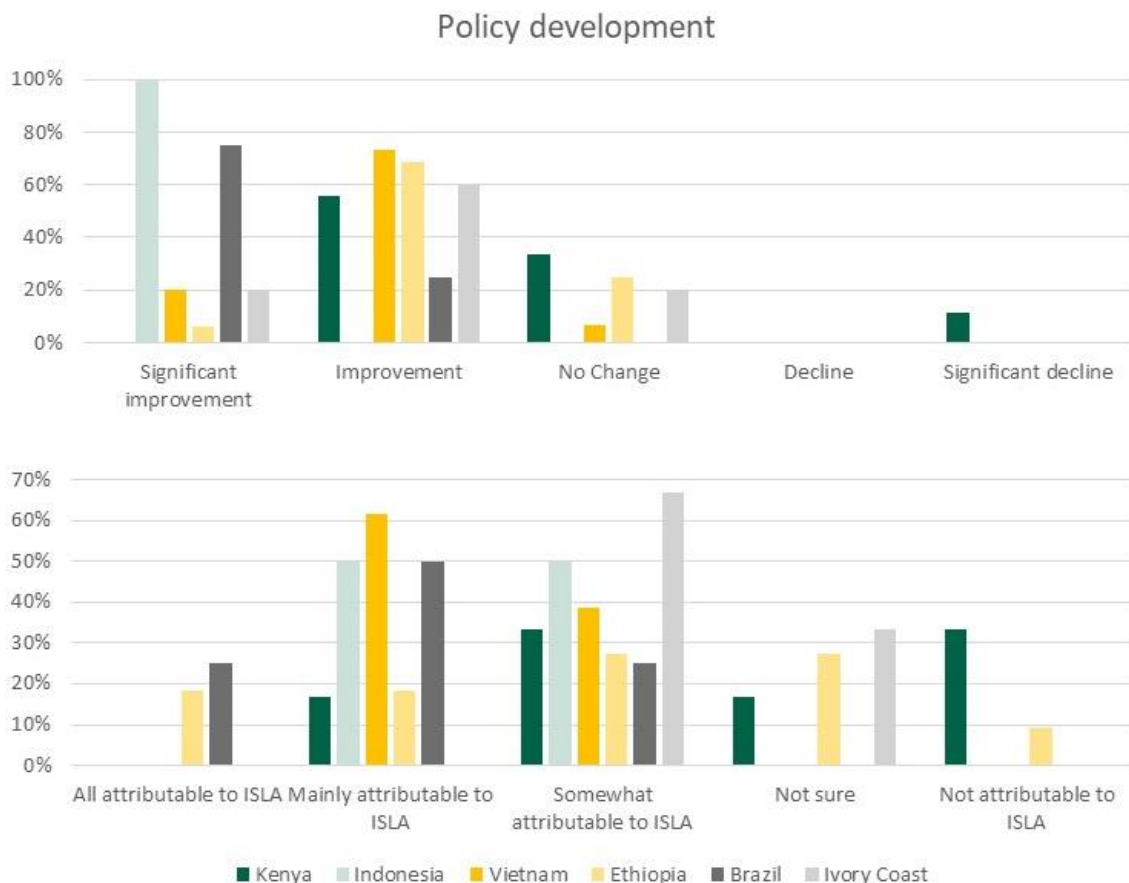
Survey responses confirm that land governance has improved as a result of the ISLA program (Table 9)<sup>25</sup>. On average, 60% of survey respondents reported an “improvement” on all governance aspects, and 22% reported a significant improvement. Public commitments and engagement with stakeholders scored highest of governance questions in the survey. There were very few responses which showed a decline in any aspect related to changes in governance. On average, 17% of respondents reported no change. Responses were consistent across all of the landscapes – noting that no survey data is available for non-IDH stakeholders from Brazil and Indonesia.

**Table 9: Survey responses: ISLA’s contribution to improved governance**

	Significant Improvement	Improvement	No Change	Decline	Significant decline
Public commitments	25%	63%	12%	0%	0%
Engagement with Stakeholders (policy and planning)	31%	60%	8%	2%	0%
Budget for sustainability	20%	65%	16%	0%	0%
Monitoring legal compliance	20%	59%	22%	0%	0%
Policy development	20%	61%	18%	0%	2%
Policy enforcement	18%	56%	26%	0%	0%
Average	22%	60%	17%	0%	0%

<sup>25</sup> Note that stakeholders from Brazil and Indonesia only includes IDH representation as explained in Chapter 2.

**The contribution of ISLA to an improvement of policies is nuanced and depends on the country context.** To some extent land-use planning and policies informed by sustainability goals were set by research or data collection commissioned by the multi-stakeholder coalition. However, the need for studies to set goals is quite different for each country.



**Figure 6: ISLA contribution to policy development in the landscapes**

Source: UNQUIE Online Survey<sup>26</sup>

For example, Brazil is very advanced in its policies and regulations, and in Vietnam detailed problem analysis and best practices guidance (e.g., on water use and irrigation) were developed before the ISLA program. Accordingly, in both countries, the program places stronger emphasis on the implementation of policy, legislation, and standards; including their reflection in landscape or local level planning documents like the Green Growth Plans or investment programs (e.g., the World Bank funded VnSAT program).

Additional information compiled with the support of ISLA was or will be very helpful in the African countries. In Kenya research was the basis for the development of Ndoinet Forest Livestock Management Plan covering a large part of the landscape. In Ivory Coast the development of the

<sup>26</sup> Note that from Indonesia and Brazil only the IDH secretariat participated in the survey due to the concurrent KIT evaluation.

SRADT for Cavally was supported by IDH.<sup>27</sup> In Ethiopia, the sub-basin study will provide important evidence for the central rift valley water allocation plan, which in turn will be guiding for landscape level development and land use plans.

In Indonesia, IDH ISLA supported the development of the provincial Green Growth Plan by facilitating dialogue, understanding, and collaboration between different stakeholders, including provincial and district governments, companies, civil society organizations, and academics. The process started in 2016 and the GGP was launched in 2018. Other important plans and regulations were developed with the support from IDH at province and PPI compact level.<sup>28</sup>

### 3.3.3 Results Area 3 Improved field level sustainability

There is strong evidence of improved field level sustainability from multiple sources including the online survey results, stakeholder interviews and field level reports from ISLA landscapes. Key performance indicators as measured by the 2020 Annual Report provide a limited set of indicators, which have not been tracked consistently across the different landscapes, however the reported indicators show excellent performance across a range of categories. Performance indicators measured for the six landscapes are presented in Table 10. In almost all the indicators where targets were set and progress was measured, the performance targets were exceeded by a significant margin. This raises a question of whether the targets set were sufficiently ambitious, however the success of training programs is remarkable. While there is not much consistency in terms of the KPIs reported in the Annual Report Proof of Concept performance metrics, this is understandably difficult as the programs are so different in scope and aim.

---

<sup>27</sup> Schéma régional d'Aménagement et du Développement du Territoire (English: Regional Land Use Planning and Development Plan)

<sup>28</sup> Provincial Regulation (PERDA) on long term environmental management plan (RPPLH) for 2018-2049; PERDA No 6 2018 on Sustainable land based investment, regulating the protection of high conservation value and high carbon stock areas in other land use area used by the Mining and Palm Oil Sector; At PPI compact level IDH supported the identification of Essential Ecosystem Areas (KEEs) in Ketapang, Kubu Raya, and Kayong Utara Districts. ISLA facilitated the fora for KEEs at the provincial level, and in Ketapang and Kayong Utara. Essential Ecosystem Areas (Kawasan Ekosistem Esensial, MoEF regulation from 2014) can be identified both in the forest zone or in APL areas, including land-based concessions. KEEs are established to protect ecosystem functioning, and biodiversity, and provide benefits for the welfare of the surrounding communities. Companies wishing to protect/conservate natural environments within their lease hold require formalisation of the area by the district governor in the form of a KEE.

**Table 10: Achievement of RA 3, outputs (% of target achieved)**

Country	Number of producers/workers/community members trained	Number of producers/workers/community enterprises reached	Number of smallholder producers collectively organized/aggregated	Number of trainers, auditors and/or government staff trained	Volume of sustainably produced commodity	Number of developed infrastructure facilities
Brazil	No Target set*	156%	No Target set	No Target set	74%	No Target set
Ethiopia	678%	No Target set	382%	81%	No Target set	Not quantified
Indonesia	417%	No Target set	No Target set	1536%	No Target set	No Target set
Ivory Coast	223%	155%	No Target set	196%	No Target set	No Target set
Kenya	100%	No Target set	No Target set	120%	No Target set	Not quantified
Vietnam	317%	381%	No Target set	525%	No Target set	No Target set

Source: Annual Report 2020, \*While no target was set in Mato Grosso, a total of 492 producers were trained and 17 auditors and/or government staff trained in the Calves Araguaia project

**The field-level projects assessed by this evaluation can potentially contribute to sustainable natural resource management or sustainable agricultural production. While the projects are too small to have tangible effects at landscape level, they are important “tools” to provide proof of concept to potential investors and encourage upscaling of successful interventions.<sup>29</sup>**

In particular in Indonesia, Vietnam, Brazil, and Kenya, projects have evolved strongly, i.e., progressing from small pilots to more sizeable projects while adjusting and adding project design elements for greater effectiveness. An example is the livestock intensification project in Kenya. The project gradually evolved from farmer support for dairy livestock management to integrating market aspects and cooperative development. The plan is to scale up interventions with the original participants becoming trainers. In Vietnam, the Service Delivery Model implemented by private sector companies was introduced to scale up extension services. The different companies use slightly approaches. Through the program the most suitable, i.e., effective and cost efficient approach, can be identified and rolled out further. However, in some cases lessons learnt at project level still have to be reflected in future project design (e.g., in Ethiopia and Kenya, refer to the annexes).

Table 11 shows the achievement of Results Area 3: field level sustainability, for outputs that relate directly to the adoption of sustainable management practices. While targets differed across landscapes, all landscapes aside from Vietnam provide indicators for the number of hectares where sustainable production is implemented and in terms of the number of hectares where protection and restoration initiatives have been implemented. Results were very positive

<sup>29</sup> For an understanding of landscape versus project intervention scale and description of cases studies refer to annex 1-6.

for all landscapes aside from Kenya. Targets for these two indicators were potentially too ambitious in Kenya, while in Indonesia the targets should be revised upwards as the program has clearly outperformed its original objectives. While Vietnam did not set targets for these two indicators, this landscape did provide a more comprehensive set of project level indicators which are shown in Table 12.

**Table 11: Achievement of RA 3, outputs (% of target achieved)**

Country	Adoption rate of improved practices	Farmland area where trained practices are applied (Ha)	Number of processing facilities where sustainable production practices applied	Number of hectares where protection and restoration interventions implemented	Number of hectares where sustainable production is implemented
<b>Brazil</b>	No Target set	No Target set	No Target set	72%	112%
<b>Ethiopia</b>	229%	No Target set	150%	128%	266%
<b>Indonesia</b>	No Target set	No Target set	No Target set	365%	406%
<b>Ivory Coast</b>	No Target set	No Target set	No Target set	100%	140%
<b>Kenya</b>	No Target set	No Target set	No Target set	27%	23%
<b>Vietnam</b>	147%	320%	No Target set	No Target set	No Target set

Source: Annual Report 2020

All landscapes aside from the Ivory Coast and Kenya also list “project level indicators” which describe specific goals linked to these landscapes. The level of project landscape indicator achievement is consistently high across all landscapes. Due to the difficulties in setting consistent targets across diverse landscapes it may be useful to consider forming a set of project level indicators that fit to each Results Area in each landscape, such that consistency in reporting could be achieved while allowing for a diverse set of indicators to be used for performance management.



**Table 12: Project level indicators and % of targets achieved**

Brazil	Ethiopia	Indonesia	Vietnam
Number of companies sourcing from region-based sourcing pilots (100.0%)	Number of trees planted in rehabilitated area closures (56.6%)	Number of offtake agreements with buyers and producers in the landscape (300.0%)	Litres of irrigation water used per tree per year (118.5%)
Number of effective Verified Sourcing Areas (100.0%)	Change in pesticide use trend (quantity, frequency of spray, type and toxicity/concentration of active ingredient) (192.3%)		Tree-crop diversity level of farms (117.1%)
	Number of households benefitting from enterprises developed for alternative income generation (71.3%)		Carbon emissions in MT per MT of green bean produced (100.0%)
			Carbon footprint in MT per MT of green bean produced (100.0%)
			Reduction in Environmental Impact Quotient, EIQ/MT coffee (100.0%)
			Reduction in quantity of inorganic fertilizer applied, N and P kg/ha (928.5%)

Source: Annual Report 2020

**Some notable achievements of the field level projects include:**

- in Mato Grosso
  - Alianca da Terra with the support of AMAGGI, surpassed certification targets in 2016 and 2017 certifying 529,490 tons of soybean over 181,916 hectares.<sup>30</sup>
  - The Sustainable Production of Calves Program in Araguaia Valley trained 390 farmers and estimated that trained practices were being applied on 110 thousand hectares in 2019.<sup>31</sup>

<sup>30</sup> Improving environmental and social performance in the soybean supply chain in Mato Grosso, Brazil, April 2018, Contract no. LND.111.2016.01

<sup>31</sup> Annual Report Acrimat Araguaia Valley 2019.

- The Agri Logic report of farm management in Vietnam<sup>32</sup> found that:
  - Farmers in Vietnam use less biocides without any yield impacts and that violations of biocide use are increasingly rare.
  - Farmers have seen cost reductions which is thought to be due to lower fertilizer and other input use,
  - Harvesting efficiency has improved significantly.
  - There is some evidence of increased yields, with strong evidence of reduced environmental impact mainly due to reduced pesticide use.
  - Carbon emissions have been significantly reduced from 3.6 MT CO<sub>2</sub>e/ha to 2.3 from 2016 to 2020.
  - Trends on irrigation are unclear, as this is also highly dependent on weather.
- In Indonesia
  - The Padang Tikar's Village Forest Management rights project has developed a monitoring system for deforestation, and that deforestation rates have been reduced by 96.4% compared to baseline levels. Emission rates have also declined by 98% compared to the annual baseline<sup>33</sup>.
  - In the Bumitama Gunajaya Agro at least 3,000 smallholders have improved their productivity in a sustainable way, and at least 1,000 people have been trained on alternative livelihood options<sup>34</sup>
  - The PT. Wana Subur Lestari (WSL) and PT. Mayangkara Tanaman Industri (MTI) Project on Integrated water management planning using a landscape approach has maintained 16.3 km of primary and branch canals and developed over 152 pieces of canal infrastructure such as dams, spillways and flap gates.
- In Kenya
  - The South West Mau Forest Block in western Kenya Livestock intensification project conducted a survey of the region to determine the optimal grazing regime and also developed a Grazing Action plan.
  - Through the livestock intensification project average milk production was increased from 4.6 to 6.25 liters per cow per day.<sup>35</sup>
  - The Kenya South West Mau Ecosystem conservation project has had mixed success; forest degradation has slowed and forest regeneration has improved when compared to historical baselines, however there is a higher rate of deforestation and a lower rate of reforestation in the recent period (although these results are likely to be beyond the scope of the program to influence).<sup>36</sup>

---

<sup>32</sup> [https://www.idhsustainabletrade.com/uploaded/2021/03/Scaling-up-Sustainable-Robusta-Coffee-Production-in-Vietnam-full-tech-report\\_March-102021.pdf](https://www.idhsustainabletrade.com/uploaded/2021/03/Scaling-up-Sustainable-Robusta-Coffee-Production-in-Vietnam-full-tech-report_March-102021.pdf)

<sup>33</sup> SMAPAN Kalimantan Progress Report 2019

<sup>34</sup> 2019 Bumitama report LND 169 phase 1

<sup>35</sup> 267 Livestock intensification Project Final Report 2020

<sup>36</sup> NIRAS consulting 2019 report on Field-level Baseline and Progress Research on IDH Landscape Programme in the South West Mau Forest, Kenya

- In Ethiopia
  - The LND 89 project exceeded project targets and was highly successful in organizing reforestation/afforestation activities among communities as well as gully rehabilitation. Program targets for alternative income generating activities such as bull fattening, beekeeping and poultry production were also met.<sup>37</sup>
  - In the Global Gap Certification project, as of mid-2020 374 farmers had been certified and key informant interviews noted that inputs provided to farmers on credit led to increased yields, which convinced farmers of the importance of the program (however there have been some issues in credit repayment).
  - In the Solid Waste Management Pilot Project in Batu City employees were organized into a micro-enterprise in order to improve their incomes and awareness of the project was raised through billboards, and audio announcements and 80 trash bins were installed at various locations across Batu/Ziway.
- In Ivory Coast
  - In the CEMOI project capacity building was carried out for cooperatives and farmers with regard to financial training and agricultural services and 1,407 farmers benefited from services developed by the cooperatives and;
  - 1,693 farmers were trained in GAP and agricultural entrepreneurship and 1,872 farmers registered with the MINKA Traceability Management System.<sup>38</sup>
  - In the Cocoa Forests Initiative project there was significant administrative progress with the establishment of governance bodies, development and approval of an action plan and budget, enactment of a new forest code and a general alignment of various stakeholders from the public and private sectors; there is also some evidence of a downward trend in deforestation in Cavally.

It is difficult to assess the extent to which *field-level projects have contributed to progress toward the targets set in the landscape or compact plans, because not all landscapes have GGP (or comparable) or compacts against which progress can be evaluated at landscape level. Especially for the production and inclusion targets no comprehensive evidence (that is quantitative and across all projects) was found. It is not clear whether this can be easily resolved but more detailed performance assessments that are tailored to each landscape and project could be generated which would allow for easier monitoring of project performance. Consistency in reporting formats and requirements across project landscapes would facilitate performance monitoring. It would be useful to have a central excel file with performance targets and achievement for each project recorded and then summarized into a KPI matrix at the landscape level. This way changes in project objectives could be tracked in one file, and it would be easier to see which projects are performing well and which are underperforming.*

---

<sup>37</sup> LND 89 Annual progress Report 2018 (published March 2019)

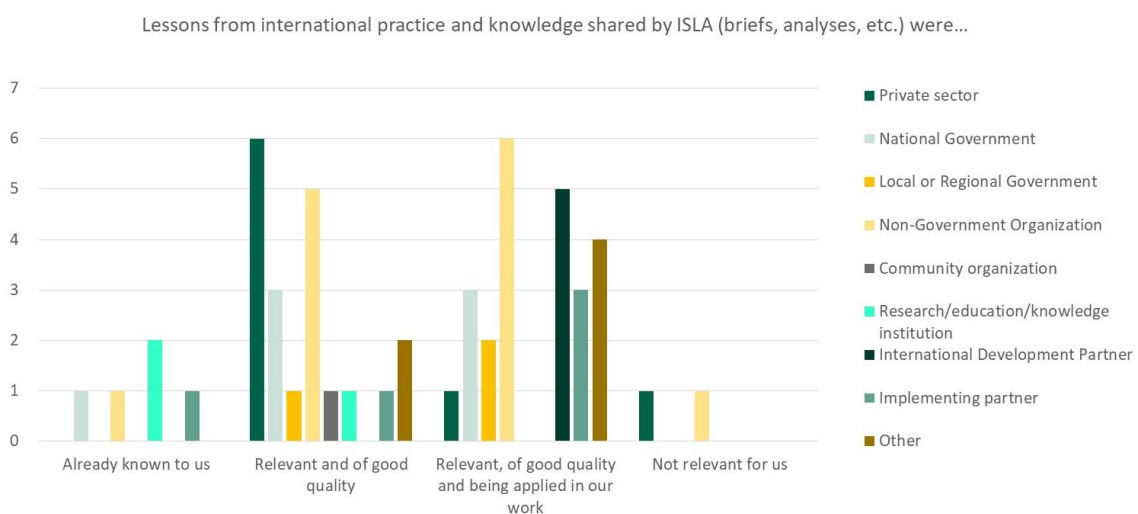
<sup>38</sup> CEMOI Transparence Cacao Cote d'Ivoire ISLA Annual Report 2019

Protection targets seems to be on track, although targets and timelines are extremely ambitious in some cases (see Brazil compacts). Reforestation and agroforestry projects have been implemented but need to be in place for a few years before survival and acceptance can be assumed with certainty, and before the tangible impacts can be confirmed.

### 3.3.4 Spin-offs and scale-ups

**Early spin-offs and scale-ups can be observed within the IDH portfolio, where both (i) elements of the advanced ISLA ToC and (ii) landscapes with scale-up potential (Mato Grosso, West Kalimantan, and Central Highlands in Vietnam) find its way into other IDH programs and complementing initiatives such as SourceUp.** In addition, other development partners show interest in replicating the convening process for creating new landscape coalitions in Cote d’Ivoire and Vietnam. IDH has been quite successful to scale the outcomes, findings, and networks developed as part of the ISLA program beyond the direct intervention landscapes. There are 3 compacts being developed in Colombia and one more in Maranhão State in Brazil that are using Mato Grosso as a good example for replication. A series of small landscapes are being worked on in Vietnam building on the experience from the High Lands; the ISLA program in the Central Rift Valley and particularly on Lake Ziway is being slowly replicated in another landscape on Lake Tana in Ethiopia.

**Stakeholders also appreciated the lessons from international practice and knowledge shared by ISLA.** This can be seen in the positive responses across all stakeholder types to the contribution and usefulness of knowledge sharing by ISLA as seen in Figure 7.



**Figure 7: Knowledge sharing**

**In addition, stakeholders report that there are spillovers to neighboring communities with respect to the adoption of improved practices by farmers.** One stakeholder from Ethiopia noted: *“The sustainable vegetable production project in central Ethiopian Rift Valley adopted sustainable agroecological techniques from the organic cotton smallholder farmers in Southern Ethiopia Rift Valley area. Now, these sustainable vegetable producers in the central Ethiopia Rift valley area are sharing their experiences on vegetable production to the organic cotton producer smallholder farmers in Southern Ethiopia Rift Valley area. Their work also got a visit by the Amhara Region Agriculture Bureau, Bahir Dar University and Bees for Development Ethiopia (NGO) from*

*Bahir Dar and this team of visitors is planning to adopt the agroecological techniques used by the vegetable farmers in their region so as to use agroecological techniques in their agriculture systems and save bees from being affected by pesticide poisoning. They noted the impact of pesticides in bees in Amhara region and they believe that the agroecological techniques used in vegetable production will solve the problem."*

Comments from the online survey also reported seeing positive spillover impacts in neighboring landscapes. In Vietnam: *"Private investment in the direction of concentrating production areas; - Associate investment in sustainability with responsible and sustainable purchasing; Applying the method of building sub-landscape areas in new production areas"...* *"Communities and authorities have been adopting a sustainable development approach not only for a small group of communities, but for all stakeholders in the community in a given area. These approaches will allow all stakeholders in the community to have the same understanding to follow the same approach and achieve the goal"...* *"Production cost / ton of coffee decreased by 3 - 4% (about 8-12% per hectare) The amount of chemical fertilizers / pesticides decreased by 10%. The rate of farmers applying their knowledge to cultivation reaches 85% "*

From Ethiopia: *..."Improve the livelihood of the community members at the project sites,- Improve the private public joint initiative activities in the locality;- Enhance the vegetation cover of some of the degraded hill side areas through different conservation practices and seedling plantation; Improve the capacity of the solid waste management system of Ziway/Batu city. "Other neighborhood farmers have got experience on how to reduce chemicals application and reduce cost of production then they will increase their income"...*

From Kenya: *"Improved forest protection and regeneration in fenced ecosystems."... there are plans to implement in other landscapes although not yet started as of now"...*

The IDH innovative finance program acts as a catalyst for investment into sustainable smallholder agricultural production. By providing conditional grants in the form of first-loss funding, the innovative finance program can share risk among investors and thereby encourage investment into areas which would otherwise be deemed too risky by traditional financial institutions. In 2019 the FarmFit Fund became operational with an initial size of EUR 100 million and the Neumann Kaffee Gruppe launched the USD 25 million Coffee Smallholder Livelihoods facility<sup>39</sup>.

The traceability system developed by the Sustainable Production of Calves project will be used as a base by meatpackers<sup>40</sup> to establish a scaled solution at the sector level. In Partnership with IDH, the Marfig Verde + Plan aims to ensure that 100% of the company's production is sustainable and deforestation-free within ten years. While this example shows the potential for scaling up, the absolute number of smallholder farmers currently included in field level projects is limited and the PCI Strategy has yet to demonstrate scaling up among these stakeholders. Stakeholders from Brazil indicated that there is potential to scale up the PCI model where conditions allow for it and local actors are interested<sup>41</sup>.

---

<sup>39</sup> IDH Annual Report 2019, 2017 Innovative finance section.

<sup>40</sup> Marfig is the world's second largest beef producer, with operational bases in 22 countries.

<sup>41</sup> KIT Evaluation 2021

In West Kalimantan, field level projects have recently included developing a sustainable business model for sustainable peatland management and acacia plantations. A particularly successful example is the no deforestation business opportunities for the community in Padang Tikar village forest. This project has achieved remarkable success in reducing deforestation while demonstrating the ability of the alternative business to generate income. The fact that Crab business units have managed to repay the 2<sup>nd</sup> credit term payments and honey producers have increased production and distribution by over 300% shows that the alternative livelihoods approach has strong potential for upscaling<sup>42</sup>.

### 3.3.5 Evolvement of the ToC and its impact on effectiveness

**The evolvement of the ToC (see section 1.3) has led to improved effectiveness of the program, including spinoffs and scaling beyond the program.** The adaptations to the ToC almost evolved in real time and are owed to the fact that country programs were allowed sufficient flexibility in their engagement work and were empowered to find creative solutions in addressing (common) bottlenecks faced during the coalition building and implementation process. For example:

- While in the very early phase of ISLA the intention has been to help with formulating and advocating for better policies, it appeared that often policies and regulations already existed or were under preparation through other national processes, but it is rather the enforcement capacity of these regulative frameworks that is weak and is creating a breakdown in the impact pathway. All ISLA projects are more or less actively trying to help close this gap by re-directing financial resources towards interventions aiming at strengthening the monitoring and enforcement capacity of governmental agencies and through other agents.
- Local tenure systems have strong potential to influence conservation investment decisions; as such the local land tenure regime can be a bottleneck or an opportunity in some project sites; rights to land and trees are often thought of as being either statutory (i.e., allocated and enforced through state-sanctioned processes) or customary (i.e., allocated and enforced through local socio-cultural norms or legal systems). But recognizing this and by actively finding or making use of existing mechanisms to address these contextual issues has helped to make the program more effective (e.g., by leveraging the KEE in Indonesia; while in Ethiopia it remains an issue still to be solved).
- Shifting toward actively engaging communities (in addition to working with farmers individually) and putting support to their collective action capacity at the center (including by inviting community representatives to the coalition) has proven to be a critical success factor for strengthening local ownership and participation beyond vested interests of individual farmers.

---

<sup>42</sup> Annual Report 2019 sustainable production of calves program Araguaia Valley

- While the program logic foresees a sequential approach, in practice taking a top-down and bottom-up approach simultaneously has been helpful in convincing the sceptics about the value of the initiative by demonstrating tangible short-term results on the ground. It appears that in all ISLA countries the Secretariats - more or less- chose to have the compact building process and pilot field interventions take place in parallel, as this seemed to reinforce stakeholders' understanding of and their interest in becoming part of the new landscape management approach. It would also help with managing expectations about the potential benefits from the initiative.

All these illustrations are examples of how the original ToC was adapted and thereby helped to strengthen the effectiveness of the program. It also demonstrated the program's ability to manage adaptively by catalyzing learning from the field in a timely manner, rather than continuing with the project design as originally planned, and thereby risk a failure of the investment made. Effective facilitation of horizontal learning across ISLA sister projects furthermore strengthened the overall effectiveness of the program.

**ISLA countries have accomplished different "maturity stages" in their journey towards sustainable landscape management.** The evaluation of results evidence is showing that overall, the six ISLA country programs have reached quite different stages on their overall impact pathway (illustrated in Figure 8).

- ISLA Ethiopia is still struggling with convening and motivating stakeholders to align behind a shared vision for the reasons described, and although it can be positioned beyond scoping and identification, it yet has to successfully form an inclusive stakeholder coalition with a shared vision
- ISLA Ivory Coast is investing much time in ensuring that land-use planning at different levels is well aligned with the consultation work needed for defining the PPI compact before rolling out field interventions in full. This ISLA project is well on its trajectory towards a well-defined compact – but at the time of the evaluation the compact was not signed yet.
- The remaining ISLA country program have established compacts (or equivalent) but vary in performance of their intended program outcomes. All of them are yet to demonstrate a full functional and inclusive landscape governance in the medium term, whereby IDH support could phase out without any negative effects on the sustainability of the investment made. Key levers for assuring sustainability are: (i) securing a continued strong local compact leadership, (ii) nurturing of adaptive capacity by local stakeholders, and (iii) identification and access to blended financing sources.

# Maturity Stages towards Sustainable Landscape Management

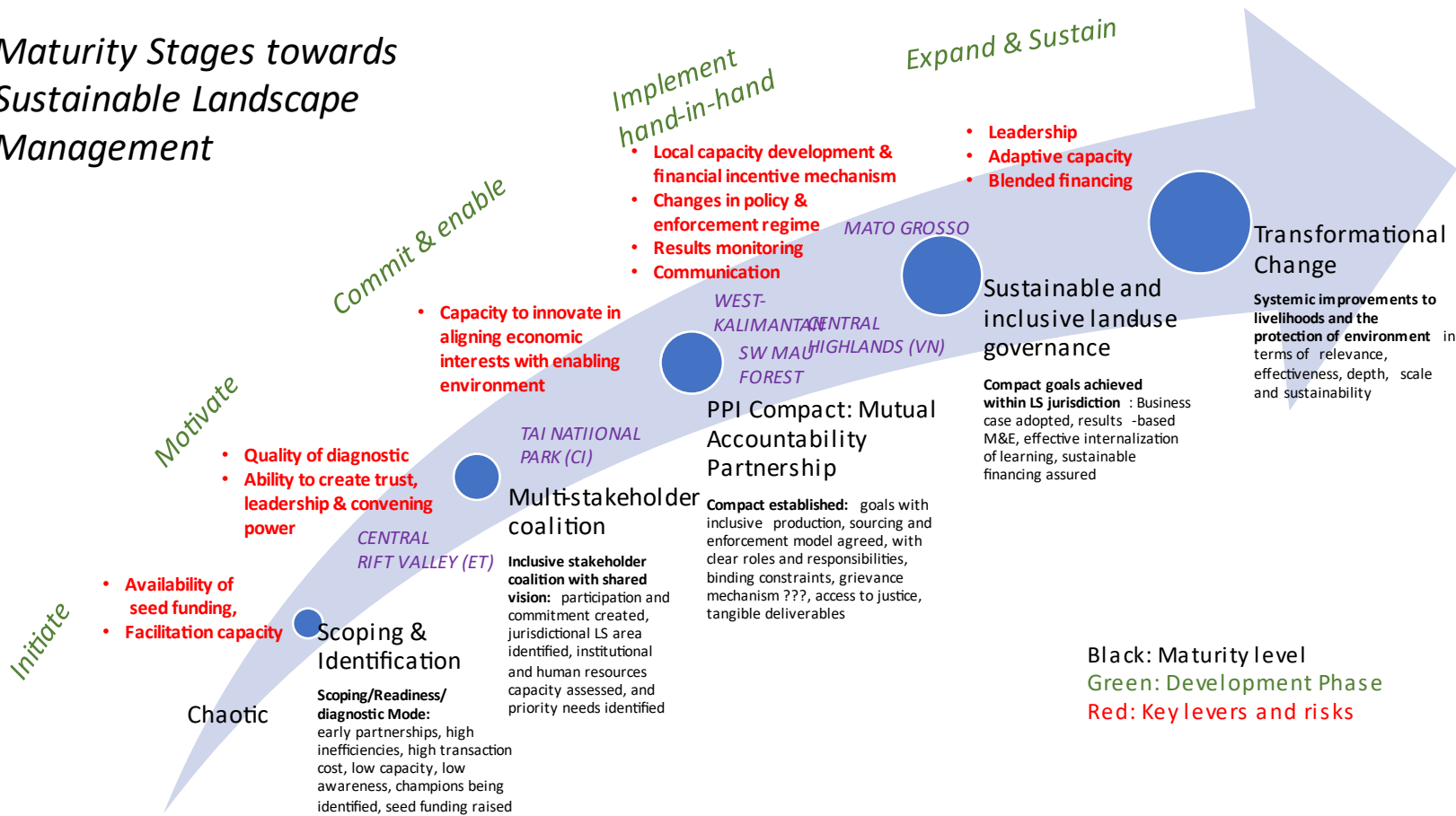


Figure 8: “Maturity” Stages of ISLA Country Programs towards Sustainable Landscape Management



### 3.4 Efficiency

Efficiency is assessed by the extent to which ISLA delivered results in an economic way. In this context, “economic” refers to the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes, and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. The efficiency of ISLA spending was assessed in two main ways:

- Efficiency in terms of leveraging of funding from additional sources
- Economic efficiency in terms of cost effectiveness

The ISLA program was successful in mobilizing significant amounts of co-financing (Table 13). Program funds were nearly matched by other sources of funding. Private sector made up the largest portion of co-financing, with about 31% of total funding. Other co-funding contributed an additional 15%.

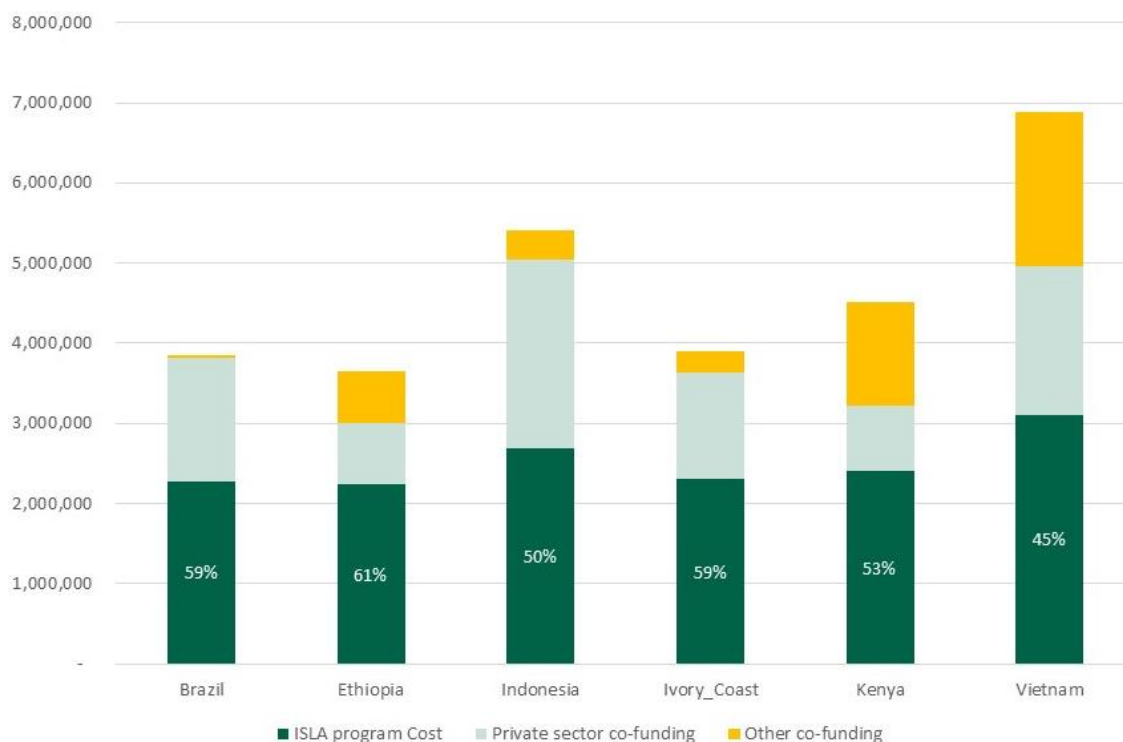
**Table 13: Source of funding for ISLA program**

Source	Total (EUR)	%
ISLA program Cost	5,004,898	53%
Private sector co-funding	8,675,203	31%
Other co-funding	4,500,864	16%
Total	28,180,965	100%

*Source: ISLA funding information. Note that totals include 2014 to 2020 budget.*

Private sector financing varies by country as Indonesia received about three times more than Ethiopia and Kenya, while Ivory Coast, Brazil, and Vietnam are in the middle. Other co-funding amounts to a small quantity of funding for several countries, although Kenya and Vietnam received significant sums. In total, Vietnam received nearly seven million Euros, Indonesia 5.5 million Euros, Kenya 4.5 million Euros, and Ivory Coast, Ethiopia, and Brazil nearly four million Euros. Although not reported in the budget below, Brazil also raised an additional 45 million Euros from Defra and KfW as part of the Global REDD Early Movers (REM) Program. The ISLA programs in Brazil and Indonesia also received significant funding from the NICFI program. A large proportion of the NICFI funding for West Kalimantan went towards landscape governance, which may explain the higher proportion of private sector funds for Indonesia.

Increased private sector funding was linked to greater interest and excitement in the ISLA programs. Indonesia received the highest amount of co-financing and achieved the greatest portion of its outcome targets (average of 183%). Private sector contributions demonstrated commitment to ISLA landscape goals, as well as tangibly contributing to the activities of the program.



**Figure 9: ISLA spending and co-finance by country**

Source: ISLA program budget provided by IDH 2021

ISLA program costs are mostly evenly spread across partner countries, with Vietnam receiving the most funds (Figure 9). The increased amount of resources has an impact on results (Table 14). In terms of ISLA program investments, Vietnam received the highest amount of funding, and achieved an average of 221% of its outcomes, suggesting that increased spending was cost-effective. Vietnam also received the highest amounts of funding overall, including co-financing sources. Indonesia performed similarly well and also received a high degree of private sector funding. It is difficult to evaluate the other countries given that ISLA spending is quite similar.

**Table 14: Average achievement of Outcomes (% of target achieved)**

	Brazil	Ethiopia	Indonesia	Ivory Coast	Kenya	Vietnam
RA1.Outcome1	125%	N/A	N/A	N/A	100%	N/A
RA1.Outcome3	N/A	250%	N/A	200%	N/A	N/A
RA2.Outcome4	83%	50%	70%	100%	100%	167%
RA2.Outcome5	100%	50%	280%	100%	100%	250%
RA3.Outcome1	N/A	229%	N/A	N/A	N/A	147%
RA3.Outcome2	N/A	N/A	N/A	N/A	N/A	320%
RA3.Outcome3	N/A	150%	N/A	N/A	N/A	N/A
RA3.Outcome4	72%	128%	365%	100%	27%	N/A
RA3.Outcome5	112%	266%	406%	140%	23%	N/A
Average	98%	160%	280%	128%	70%	221%

Source: IDH Annual Report 2020

### 3.5 Impact

Impact has been assessed via the UNIQUE online survey, field visits and interviews as well as GIS analysis focusing on land use (see section 3.5.1). While there is a sound evidence base for outcome achievement in most the ISLA landscapes, evidence for impacts is more variable. Based on the original Theory of Change, impacts include:

- Increased private and public sector outside the program building on ISLA learnings
- Number of hectares outside the program under public private governance
- Reduced deforestation
- Improved water management
- Improved household income/resilience/food security
- These impacts are similar, but slightly different from those found in the 2020 Theory of Change:
  - MSC/Jurisdiction government conducts sustainable and inclusive land use governance of production and protection forests and other natural resources that promotes the implementation of the GGP and PPI strategy and action plan at field level
  - Companies reproduce and/or up-scale the embedded PPI model in other areas from where they source (Scale)
  - GHG emission reduction and improved storage
  - Soil, water, forest and other natural resources and ecosystems are restored or rehabilitated
  - Reduction or elimination of deforestation, ecosystem loss from commodity production
  - Improved income for producers, farmers, or communities

Evidence from section 3.3.3 is also relevant here to show impacts in the area of field level sustainability, however the evidence base for impacts is variable across the landscapes.

In Mato Grosso, the PCI Institute and PCI Compacts are important mechanisms to enable and enforce compliance to long term agreements and build trust among landscape stakeholders. Although the PCI institute is not yet registered and the PCI Compacts are still relatively new, these institutions represent important structures for landscape governance and allow multiple stakeholders to agree on production, conservation, and inclusion targets. The REDD for Early Movers program and World Bank involvement in Mato Grosso is also due in part to the IDH initiatives in the landscape (KIT, 2021). Monitoring of deforestation is also expected to improve thanks to the new monitoring system implemented by the Environment Secretary of Mato Grosso (with which IDH has established a cooperation agreement). Stakeholders interviewed also indicated that IDH is playing a role to improve trust and coordination among actors in the landscape. The MoU between IDH and private sector entities in Sorriso shows that private sector entities have agreed to recognize and implement the PCI program in Sorriso. Regarding changes in business practices Bayer now considers Sorriso to be a preferential area for buying responsible soy credits due to the presence of the PCI Compact. Further, the SourceUp platform offers strong potential for buyers to purchase from sustainable areas<sup>43</sup>. In terms of sustainable production,

---

<sup>43</sup> KIT Evaluation 2021

there is strong evidence of widespread certification, as described in 3.3.3, however the evidence does not allow a conclusion about the long-term adherence to GAP to be reached<sup>44</sup>.

In Vietnam, there is evidence of governance and business practice changes outside of the project areas with for example the National Sustainable Curriculum (NSC) on Sustainable coffee practices established and endorsed by MARD. The Global Coffee Platform, which is associated with IDH, who are working to ensure sustainable coffee production in Vietnam, is a key stakeholder for this process and also collects and presents data on agricultural management. There is strong evidence of field level sustainability impacts as outlined in 3.3.3 – in particular from the Agri Logic report of farm management in Vietnam. There is also some evidence of ISLA projects leading to higher prices for producers due to their adherence to sustainable production practices<sup>45</sup>.

In Indonesia, the PPI Compacts have established a structure within which stakeholders can coordinate. There is evidence of declining deforestation and emission reductions as well as widespread training and improved governance as outlined in 3.3.3<sup>46</sup>. The claims of reduced deforestation can also be verified by GIS analysis as seen in section 3.5.1.1.

In Kenya a governance system is being developed to ensure sustainable co-management of the South West Mau Forest Reserves between ISLA partners and the Kenyan Forest Service, however there is no evidence of improved governance beyond the ISLA project areas. In terms of changes in business practices there is little program evidence to show impacts beyond program intervention, however within the Dairy Intensification project in the South West Mau Forest for example, there was a positive response to the pilot project and there is evidence that Farmer Cooperatives have been strengthened through adoption of the “Dairy Hub Model”. Sustainability commitments of private sector organizations are increasing and improving (Finlays and Unilever), although the extent to which this was influenced by IDH is not clear. In terms of field level sustainability there is evidence of improved productivity, but mixed results with respect to deforestation.

In Ethiopia none of the evidence provided could verify changes at the impact level for improved governance or changes in business practices. While significant sources were provided for field level sustainability, impact level changes could not be verified from these sources.

In Ivory Coast the SRADT plans and PPI compacts establish a sound foundation for improved governance, however impact level changes cannot be confirmed from the available evidence. CFI company action plans and initiatives such as the Dutch Initiative for Sustainable Cocoa show that market demand for sustainably produced product is increasing, however progress remains at the administrative level and is yet to be translated into tangible changes in business practices. In terms of field level impacts, evidence is not conclusive although there are extenuating factors such as civil unrest which have delayed projects.

---

<sup>44</sup> Amaggi-Alliança-soy project Aliança da Terra - Final Report - April 2018

<sup>45</sup> Coffee producers ahev report 7-10\$ per kg mark ups for coffee due to carbon sequestration and glyphosate compliance (Interview with ISLA secretariat 29.03.2021).

<sup>46</sup> SMAPAN Kalimantan Progress Report 2019

**According to the perspective of project stakeholders the program has achieved multiple impacts (Table 15).** Improved soil and water management practices were the most commonly reported impact, with 75% of respondents showing this impact. Improved well-being of communities, potential to replicate impacts in other landscapes, and better enforcement of conservation laws were other commonly reported impacts. Seventy nine percent of respondents reported that the ISLA program resulted in reduced deforestation and over 40% of respondents reported an improvement in land tenure for smallholders and forest communities. The results can be seen in Table 15.

**Table 15: Survey response: what impacts have you seen in your landscape**

Impact	% Response
Reduced deforestation	79%
Improved soil and water management practices by stakeholders	75%
Improved land tenure for smallholders and forest communities	43%
Improved well-being of communities in the landscape (i.e., increased income)	70%
Better enforcement of conservation laws and policies	72%
Better functioning of the sales market of the commodity addressed by the coalition (e.g., soy, coffee, fruit and vegetables, palm oil, livestock)	42%
Replication of landscape model in other landscapes	49%

Respondents also provided many positive examples of program impacts, noting in particular the effectiveness of the landscape approach and the importance of effective convening strategies in achieving these impacts.

*...Long term planning for the sustainable use of the land in incorporated in the States and municipalities where there is a PPI approach. Attraction of private sector investments is higher than in other regions. Public funds connected to the landscape...*

*...Rehabilitated catchment in Ziway Shalla sub basin...*

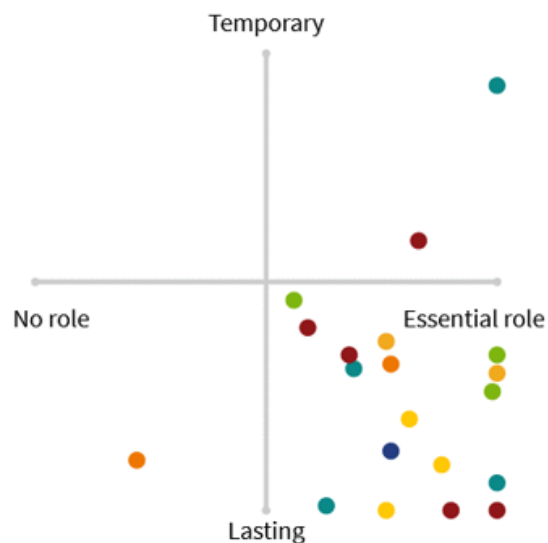
*...we have noted reduced deforestation and more so reduction of livestock grazing inside the Forest...*

*...Law violation in Di Linh decreased significantly...*

In Brazil, stakeholders noted that there are indications that illegal deforestation has reduced, but that while compact areas seem to perform better than neighboring municipalities, progress still needs to be made (KIT evaluation 2021). In Indonesia, the KIT 2021 evaluation found that the program is on track to achieve field level sustainability targets but that it is too early to assess whether the targets will actually be achieved. Figure 10 shows the perception of stakeholders in these landscapes to a specific change and the sustainability of the change.

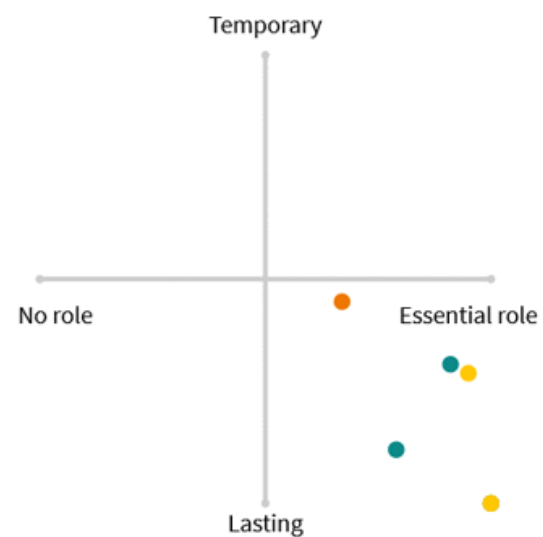
## Indonesia\*

The role of IDH and sustainability of the change



## Brazil\*\*

The role of IDH and sustainability of the change



**Figure 10: Sprockler survey results for program impacts and sustainability**

Source: IDH Sprockler survey in Brazil and Indonesia, 2021

For example, ISLA's projects in the South West Mau forest block in Kenya are pointing towards successful interventions. There was significant appreciation among community members and the organization representatives for the initiative and its impacts on the forest and the community. A significant number of respondents affirmed that the success, impact and approach of ISLA's projects cannot be compared to other projects in the past, which attempted to achieve the same goals but most often failed to significantly take off due to different interests. Community members involved in the project claim increased dairy production and income from milk as a result of intensification activities, and increased business by newly established milk cooperative societies that are serving dairy farmers well.

In Ethiopia, field visit conducted by UNIQUE confirmed a positive contribution of the ISLA project<sup>47</sup> to environmental protection - reducing chemical effects on soil, lake Ziway and human life. The project clearly impacted farmer cropping practices. Although the extent of the contribution of the project to the protection of the lake Ziway and food safety would be inconsequential, given the scale of the problem vis-a vis the scale of projects.

Survey data on management practices and farm profitability (see Annex 6) shows positive impacts on the environment and livelihoods. This is further supported by anecdotal evidence from a farmer in Klong Klanh Village, Vietnam, participating in the Service Delivery Model, also points to positive livelihood and environmental impacts: "My family has 10 hectares of coffee trees now harvested. I have intercropped fruit trees and shade trees for coffee as recommended by the project, Hoang Thang and ACOM. Our family and households in the cooperative group got loans to buy fertilizers from Hoang Thang company, the company instructed us how to apply fertilizer

<sup>47</sup> Global Good Agricultural Practice (GGAP) - Certification for smallholders under Maki Fruit & Vegetable Union

*properly, measures to limit the use of herbicides, and supported the persimmon seedlings, until harvest, the company buy coffee products at higher price than market once. We have no difficulty in paying capital principle and interest to the Company, and we highly appreciated their supports”.* <sup>48</sup> Farm diversification has a positive correlation with the carbon footprint per hectare. Farms with a higher share of agroforestry / intercropping have a much lower carbon footprint (AgriLogic, 2020).

### 3.5.1 Land use

#### 3.5.1.1 Brazil

The spatial analysis for Brazil was performed fully by KIT. The full analysis was done for the land-landscape Mato Grosso as well as for the compacts Juruena, Contriguacu, Sorriso, Barra do Garças. All results are available in a separate report, but for the practicality of direct comparison with the analysis in the other countries, a short summary is presented here.

#### **Methodology and data used**

The spatial analysis is based on using available data and information, which are then summarized to produce the required results on the levels of compacts and landscape.

The most important datasets used for this analysis are:

- **Mapbiomas**<sup>49</sup> - is a digital platform that provides information on deforestation and land cover. It uses satellite imagery to generate the information and provide all necessary data for the users. The deforestation alerts are based on PlanetScope imagery with a resolution of 3m, whereas the land cover data is generated using Sentinel2 imagery and is updated on annual basis. The methodology used for generating the data, as well as the imagery and algorithms used are state of the art and can directly be used for an analysis on compact and landscape level.
- **Sentinel2 imagery** – at the time of creating the report, no data was yet available for 2020. To overcome these issues, KIT used Sentinel2 imagery for an updated land cover analysis of the project regions. The analysis is based on Sentinel2 imagery, to fit to the baseline available in Mapbiomas, using the same land cover classes and is produced using the Google Earth Engine API. The results are also available on a web app<sup>50</sup>.

#### **Results**

The detailed results on the level of compacts and landscape can be seen on the web app or in the KIT reports. KIT argues that when compared to other municipalities, the targeted compacts seem to be doing relatively better in terms of forest loss, aside from Cotriguacu. Additionally, an analysis has been performed to illustrate the temporal development of the forest cover over the selected compacts. There is a positive trend at the compact Sorriso, however for the compacts

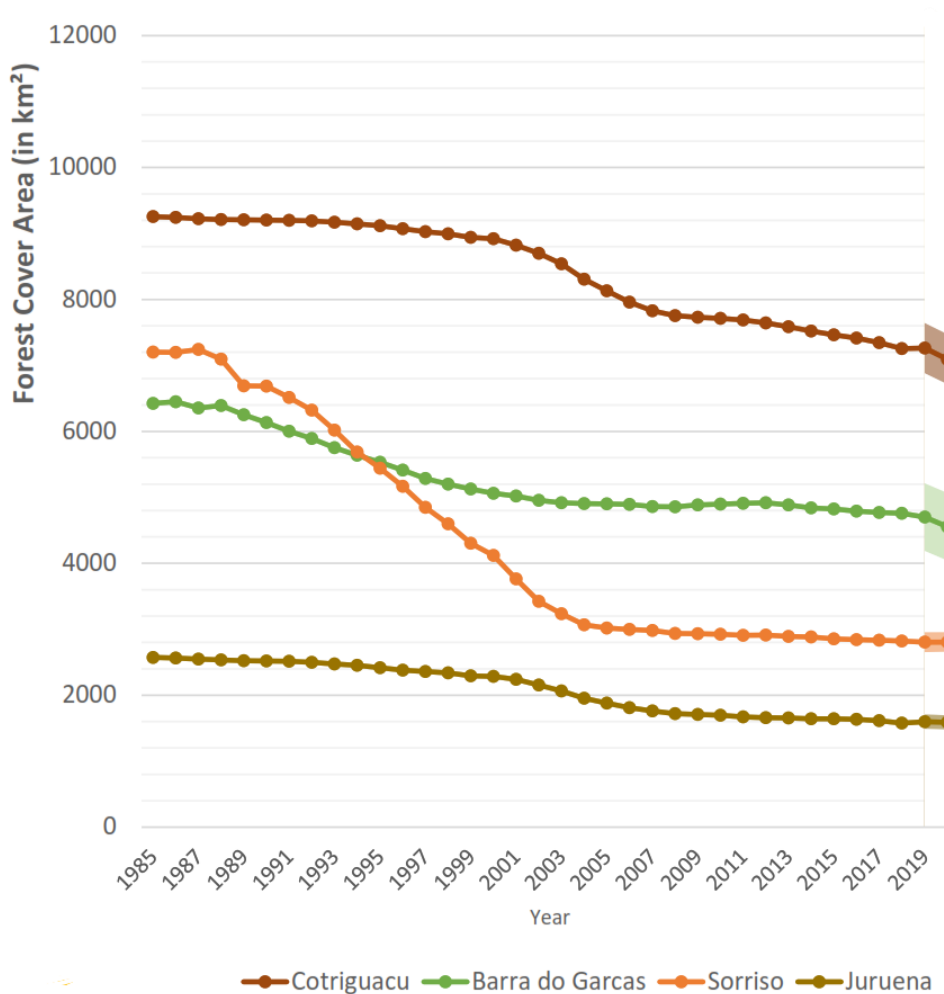
---

<sup>48</sup> The Service delivery model is implemented by four coffee trading companies together with other private sector partners and support from ISLA.

<sup>49</sup> <https://plataforma.alerta.mapbiomas.org/>

<sup>50</sup> <https://williamouellette.users.earthengine.app/view/kitidhulcchangesimple>

Barra do Garcas and Cotriguacu, the recorded forest loss in the monitoring period is significantly larger than for the previous years.



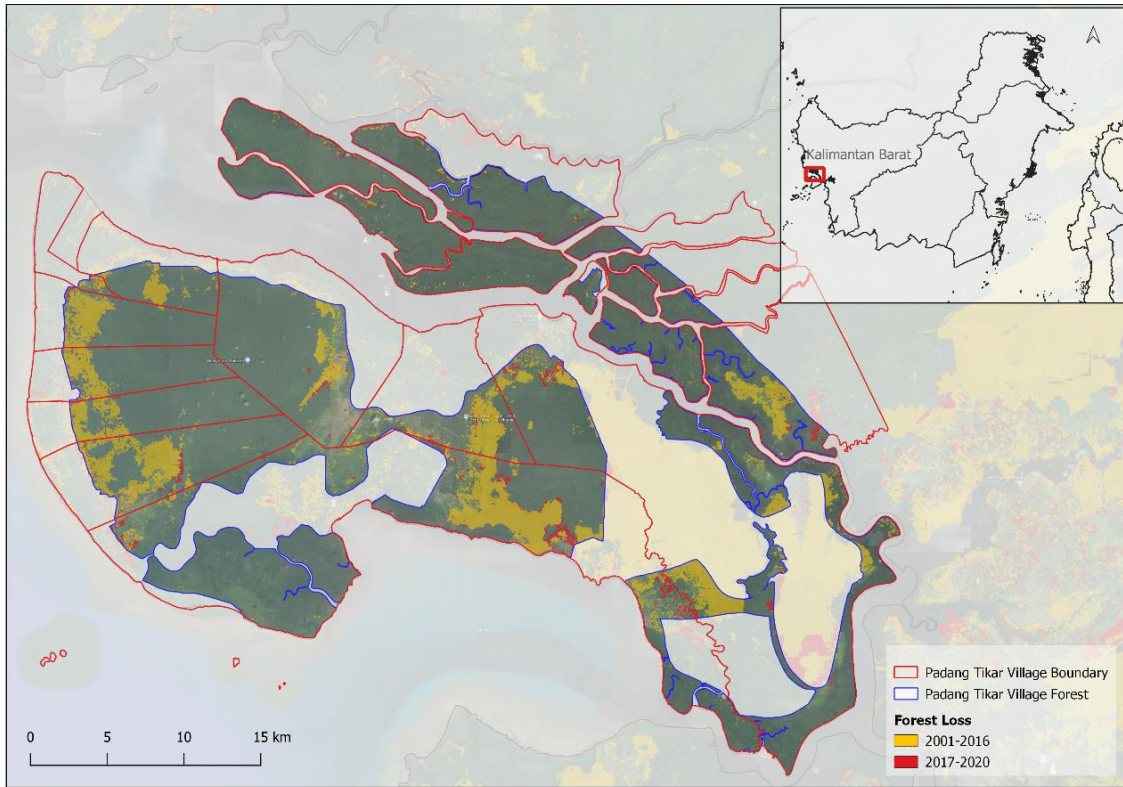
**Figure 11: Temporal analysis of forest cover area in the selected compacts**

Source: KIT

### 3.5.1.2 Indonesia

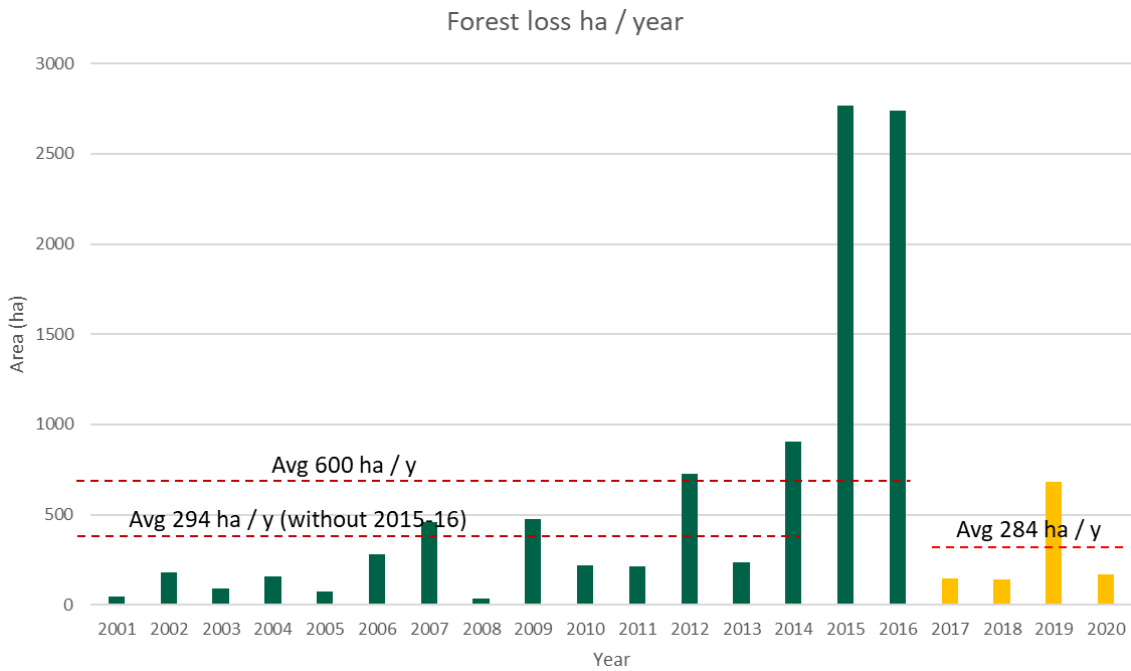
KIT has performed a spatial analysis for the larger part of the compact in West Kalimantan. In the process of verification, Unique has carried out a spatial analysis for the Padang Tikar Village Forest, which belongs to the Kubu Raya Region, as case study. The data used in the analysis are provided by Hansen et al. 2013. It is a dataset based on Landsat satellite imagery, with 30m of resolution, showing an annual analysis of forest loss. The data available are describing the forest dynamics in the period of 2000 – 2020.





**Figure 12: Padang Tikar Village Forest, West Kalimantan**

The map above shows the distribution of the deforestation in the period before and after 2016. As it can be seen, most of the deforestation occurred prior to 2017. More detailed information is displayed in the following chart and table.



**Figure 13: Forest loss per year for the period 2001-20 in the Padang Tikar Village Forest**

The largest part of the deforestation has happened in the years 2014-16 with both 2015 and 2016 having the highest amount of deforestation in the period.

Looking at the average numbers, in the period 2017-2020 the average deforestation amounts to 284 ha per year, which is a significant drop from the 600 ha per year in the period 2001-16. This significant drop in the average deforestation can be an indication of the activities implemented by the project.

**Table 16: Forest loss**

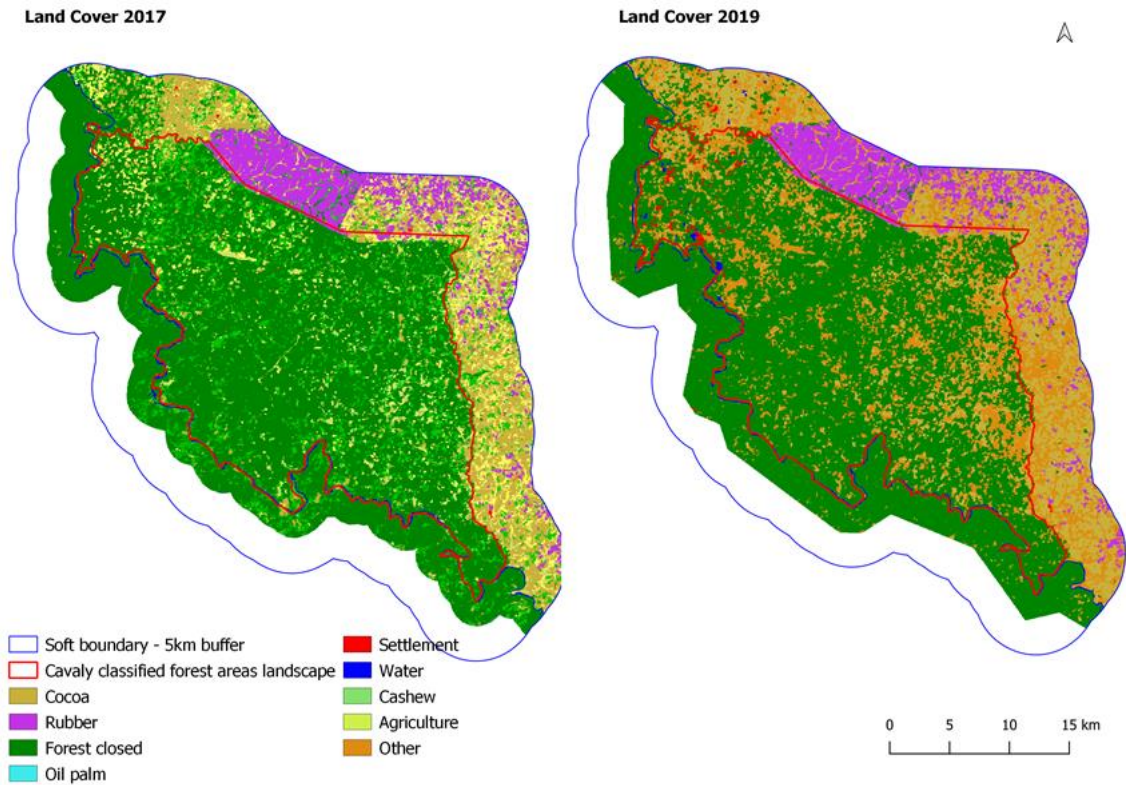
Year / Period	2000-04	2005-08	2009-12	2013-16	2017-20
Forest Loss - ha	478	846	1631	6639	1135
Forest loss %	0.7%	1.3%	2.5%	10.1%	1.7%

Source: Hansen/UMD/Google/USGS/NASA

This number are illustrated in the table as well, showing the maximum deforestation with about 10% of the forest cover in 2000 being lost in the period 2013-16. Besides this, the period between 2009 and 2012 shows the second highest deforestation rate with 2.5% of the forest cover being lost. When compared to these two periods, the deforestation rate drops to 1.7% in the period after 2016, which corresponds to the timeline of project interventions. This would indicate that the project interventions have had an impact on the general deforestation rate in the region.

### 3.5.1.3 Ivory Coast

Forest change in Ivory Coast has been assessed in the framework of the national REDD+ program. Related statistics and maps showing land cover change/deforestation between 2016 and March 2019, including Cavally region, are available in a report and the <https://development.vivid-earth.com/> website. The data provided on vividearth provide information on land cover for the years 2017 and 2019. The data produced there is based on satellite image analysis, using a supervised classification, and based on Sentinel2 imagery. Considering the level of detail required for such an analysis, Sentinel2 imagery provides a very good basis, since it has a high special resolution of 10m and can detect the main land cover types and changes in the landscape. These data are already in use, confirming their applicability. Therefore, the data provided by vividearth are considered the best available for the given area, without going into a lengthy process of new analysis. UNIQUE has used the given information to produce the land cover change, as an indication of the forest cover dynamics in the given region.



**Figure 14: Land cover change for the Cavally classified forest**

From the data it is visible that there are certain inconsistencies in the results. For example, in the image of 2017 information on cashew plantations are given, whereas in 2019 these areas are merged into other land. There is a possible mixing of categories, especially in the transition of forest to agriculture or the category open forest and different plantation types. This effect is visible in the land cover statistics as well.

**Table 17: Land cover statistics for the Cavally forest landscape**

Land cover	2017	2019
Forest closed	41955.30	47188.39
Forest open	7152.03	0
Rubber	444.48	418.82
Cocoa	1435.85	5406.49
Cultivated	1243.80	0
Fallow	1311.53	0
Settlement	0	440.17
Water	349.60	438.72
Total area	53892.59	53892.59

Source: <https://development.vivid-earth.com/>

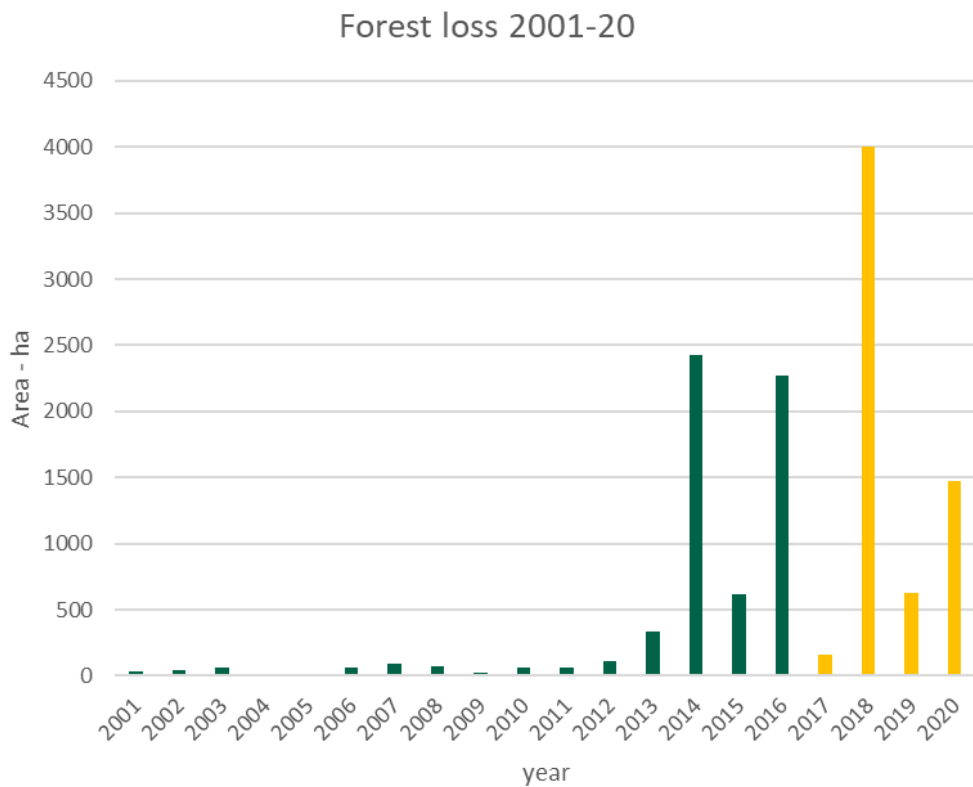
The table above, depicts the issue of the mixed categories. For example, there is an open forest category in 2017 and in 2019 there is no information on that category, leading to the question if this category has been combined into one forest type, or it has been classified as a plantation type.

When grouping the different land cover types, into forest and non-forest we get information that there is forest gain. Which however cannot be confirmed by visual interpretation of the satellite imagery.

**Table 18: Forest / Non-forest areas in the cavally classified forest**

Land cover	2017	2019
Forest	41955.30	47188.39
Non-Forest	11937.29	6704.20
Total	53892.59	53892.59

Since, this data has not shown a valid indication on the land cover change, we have used an additional dataset for the analysis. As with some of the other countries, we have used the Hansen et. al 2013 dataset of global forest change to analyze the forest loss.



**Figure 15: Forest loss in the Cavally classified forest**

As per the information received from Hansen et al. 2013, the largest deforestation rates have occurred in the recent years, since 2017.

**Table 19: Forest loss at the cavally classified forest**

Year	2001-04	2005-08	2009-12	2013-16	2017-20
Forest loss - ha	139	222	250	5655	6250
Forest loss %	0.2%	0.3%	0.4%	8.5%	9.3%

Source: Hansen/UMD/Google/USGS/NASA

Looking at 4-year periods, the largest deforestation rate of 6250ha occurs in the period 2017-20. When comparing both datasets, it appears that the declared forest loss in the Hansen et al. 2013 dataset, corresponds with the areas under rubber, cocoa, cashew or agriculture. Such areas are usually with higher dynamics as forests, leading again to lower accuracy of the provided information.

Considering both data sources, it cannot be concluded for certain that there has been any significant effect on the forest change in the validation period. The information received from the field is supporting these results, meaning that the intervention types that are implemented are not probable to show on the satellite imagery-based analysis.

#### 3.5.1.4 Kenya

For the quantification of deforestation in the South-West Mau forest, the analysis was based on data produced for the national deforestation assessment, done in the framework of the System for Land-based Emissions Estimation in Kenya (SLEEK)<sup>51</sup> for the period 1995 to 2018 with information also available for 2010. The related data sets for the region of South-west Mau were provided to UNIQUE by IDH Kenya.<sup>52</sup>

The data used for the analysis is Landsat imagery with a resolution of 30m. It is valid data source for such analysis since it provides a long archive of available imagery required for any land use change analysis. Since no maps or data are available for the period after 2018, Unique has implemented the same analysis method used by SLEEK and produced the land cover data for 2021. In that way as a result, it is possible to compare the deforestation rates before 2018 and after 2018, or the periods of 2010-2018-2021.

For the year of 2021, a set of Sentinel2 imagery has been used in combination with supervised classification method. For the direct comparison of the results with the data from SLEEK, the imagery has been adjusted to fit exactly to classes and attributes. The training areas required for the analysis was partially extracted from the data provided by IDH and one part was manually referenced using high resolution imagery.

An additional analysis has been made using the data provided by Hansen et al. 2013<sup>53</sup> as a reference and a statistic to compare the obtained results.

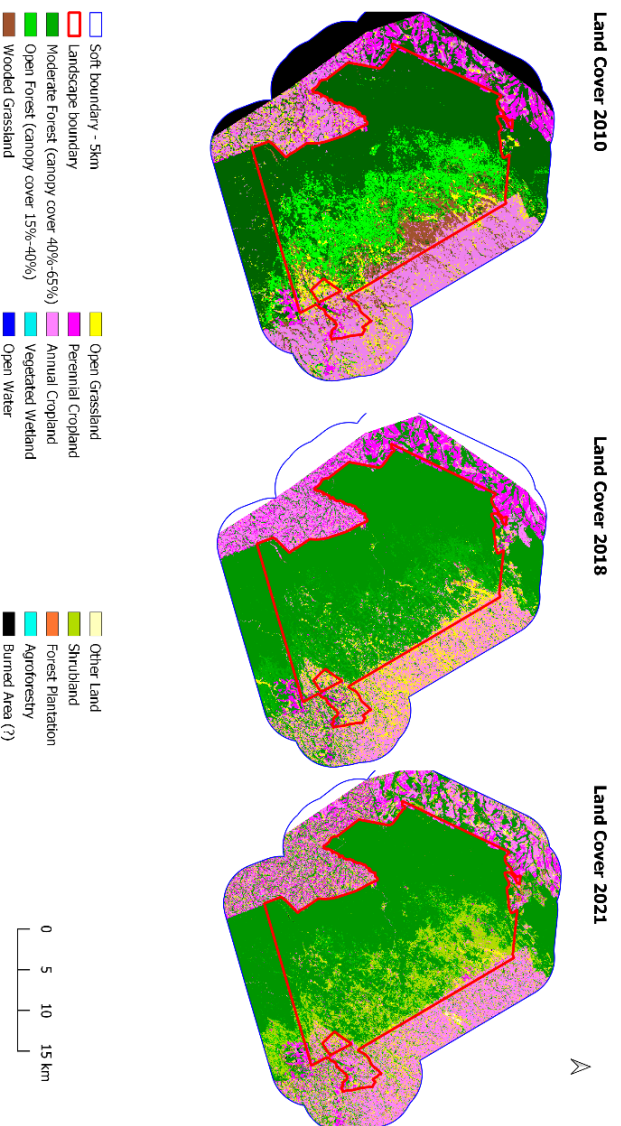
---

<sup>51</sup> <http://www.sleek.environment.go.ke/>

<sup>52</sup> Key results and statistics for the wider landscape (counties containing the South-west Mau Forest block) are provided in NIRAS (2019): Field-level Baseline and Progress Research on IDH Landscape Program in the South West Mau Forest, Kenya.

<sup>53</sup> Hansen, M. C., P. V. Potapov, R. Moore, M. Hancher, S. A. Turubanova, A. Tyukavina, D. Thau, S. V. Stehman, S. J. Goetz, T. R. Loveland, A. Kommareddy, A. Egorov, L. Chini, C. O. Justice, and J. R. G. Townshend. 2013. "High-Resolution Global Maps of 21st-Century Forest Cover Change." *Science* 342 (15 November): 850–53.:

The obtained results are described below.



**Figure 16: Land cover: 2010, 2018 and 2021**

When looking at the results of the land cover analysis, there is certain inconsistency appearing, especially when comparing the 2018 data with the rest. In the timeline 2010 – 2018 – 2021, there is first an increase in forest cover in the period 2010-18, that then turns negative. Such a trend is not expected and unlikely. The presumption for this difference in the numbers is that there is possible overestimation of forest types in 2018 due to differences in interpretation of training datasets or classification. This especially refers to distinction between dense and moderate forest, as well as in some cases between open forest and grasslands. Additionally, the possibility to detect the growth of newly established forests, through regeneration or afforestation, is limited in such an approach as these areas are in most cases not recognized as forests in the classification process. More details are provided in the table below.

**Table 20: Land cover change - South West Mau**

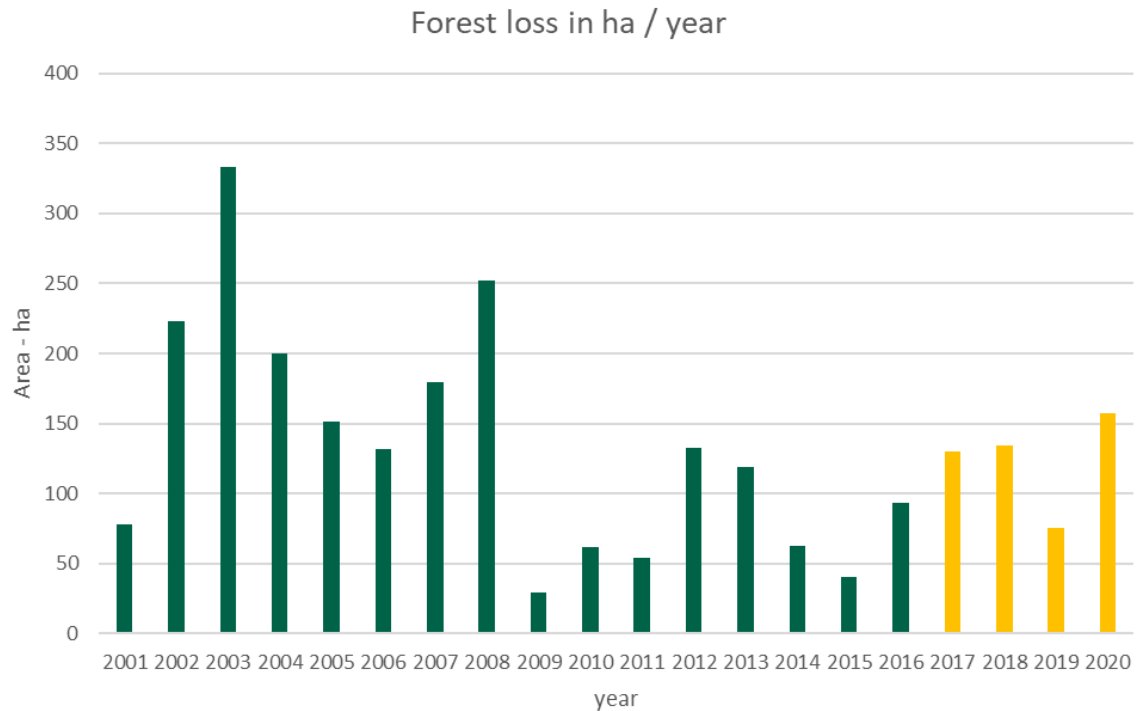
Land cover	2010	2018	2021
Dense Forest	33,501	39,670	38,216
Moderate Forest	15,217	12,917	5,305
Open Forest	133	948	2,080
Forest Plantation		-	96
Shrubland		-	9,898
Wooded Grassland	5,507	541	199
Open Grassland	2,578	2,908	1,159
Perennial Cropland	660	870	893
Annual Cropland	3,154	2,895	2,845
Other Land		1	61
<b>Total</b>	<b>60,750</b>	<b>60,750</b>	<b>60,750</b>



**Table 21: Forest loss – South west Mau**

	2010-18	2010-21	2018-21
<b>Forest loss – ha</b>	+4684	-3154	+7838
<b>Forest loss – %</b>	+9,6%	-6,5%	-14,6%

Considering that the above datasets has not provided a reference with high assurance, we have used additionally the Hansen et al. 2013 dataset to have a second input for the verification.



**Figure 17: Forest loss according to Hansen et al 2013; South west Mau**

The deforestation information presented here, illustrate a more detailed view with an annual deforestation rate. As seen from the figure the largest deforestation rates occur at beginning of the 2000s. An average deforestation of 132ha per year is present for the period of 2001 – 20.

And in the period after 2016, the number for forest loss are not significantly different from the previous years.

**Table 22: Forest loss per – Hansen et al. 2013; South west Mau**

Year	2001-04	2005-08	2009-12	2013-16	2017-2020
<b>Forest loss – ha</b>	835	716	278	315	497
<b>Forest loss %</b>	1.4%	1.2%	0.5%	0.5%	0.8%

Source: Hansen/UMD/Google/USGS/NASA

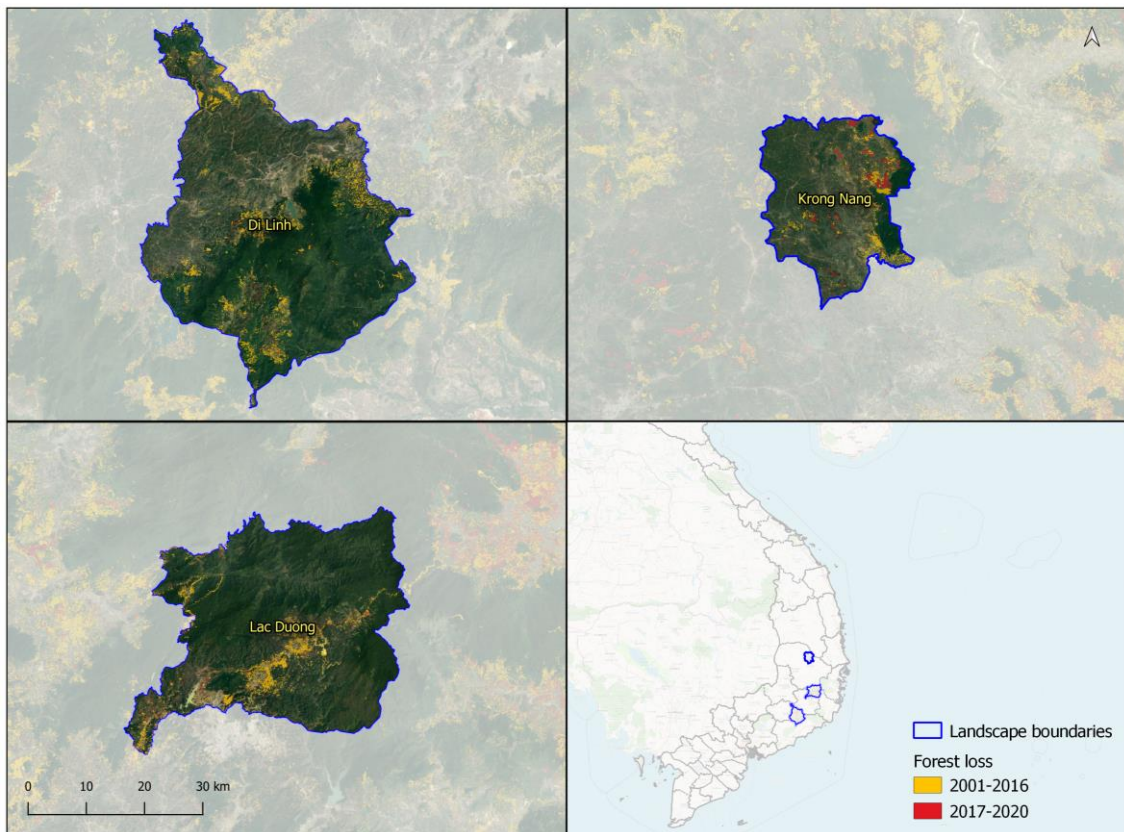
When combining the deforestation statistics in periods of four years, the annual oscillations are averaged and for that reason can serve as a good baseline for comparison. In general, the total levels of forest loss are relatively low. With the highest being 1.5% for the period 2001-04. Looking at the project period or after 2016 the deforestation levels are kept low. A certain scope of

improvements that has happened on the field in terms of regeneration or growth of replanting are at a stage which cannot be fully monitored by satellite imagery in the resolution of Landsat or Sentinel. This effect is not visible in the analysis, but review of aerial imagery as well as evidence from stakeholders show positive developments that reinforce the positive trend of low deforestation rates.

### 3.5.1.5 Vietnam

In Vietnam, project activities focus on best practice agriculture (including agroforestry) and the reforestation of small sites. Historic land cover assessments are available at the Terra-i website<sup>54</sup>. They are using lower-resolution imagery (MODIS), to provide information in 16-day periods as alerts for deforestation. We have checked and studied the data from Terra-I, however for Vietnam data is available only for 2018. With the availability of only one year, there would be no possible reference and comparison if the deforestation trend has increased or declined.

As an alternative, the Hansen et al. 2013 data has been used in Vietnam, as in some of the other countries. The results from the analysis are presented below.

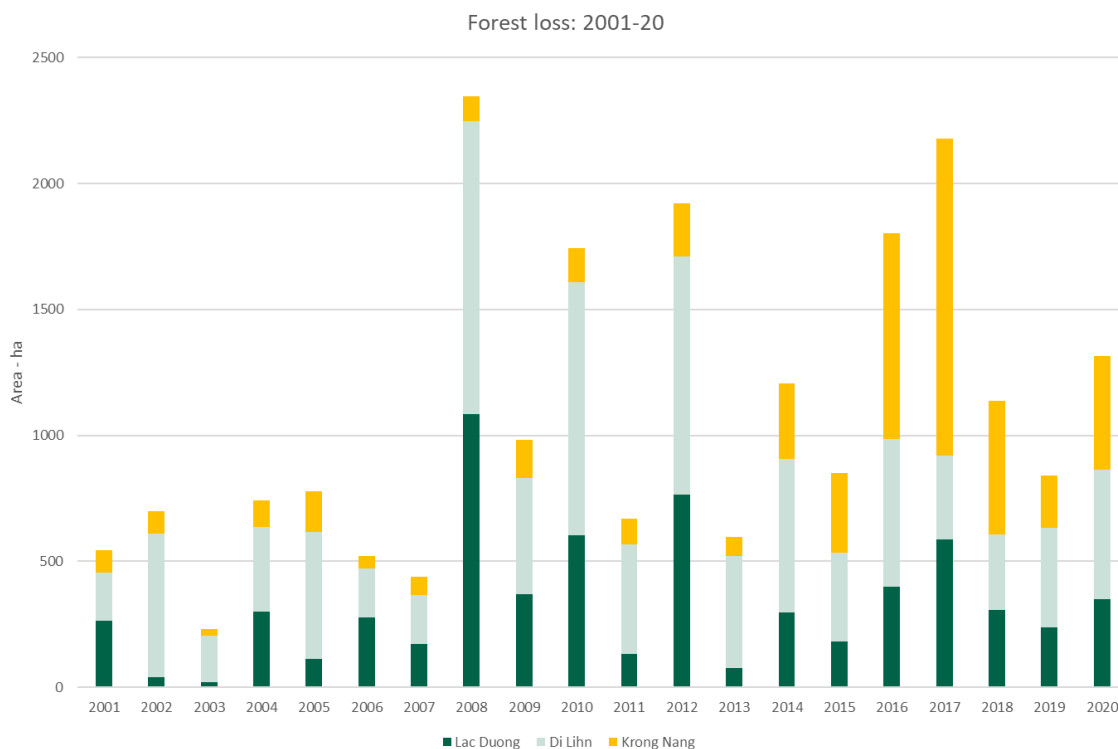


**Figure 18: Forest loss dynamics in Vietnam**

<sup>54</sup> [http://www.terra-i.org/terra-i/data/data-terra-i\\_vietnam.html](http://www.terra-i.org/terra-i/data/data-terra-i_vietnam.html)



It is visible from the map, that forest loss has occurred in all three landscapes. With a major part of the deforestation occurring before 2017. Expressed on an annual level, the average deforestation is 359ha or 0.3% from the forest cover of 2000.



**Figure 19: Forest loss Vietnam 2001-2020**

**Table 23: Forest loss in all landscapes (Vietnam)**

Year	2001-04	2005-08	2009-12	2013-16	2017-20
<b>Forest loss – ha</b>	2213	4083	5314	4458	5468
<b>Forest loss %</b>	0.6%	1.2%	1.5%	1.3%	1.5%

Source: Hansen/UMD/Google/USGS/NASA

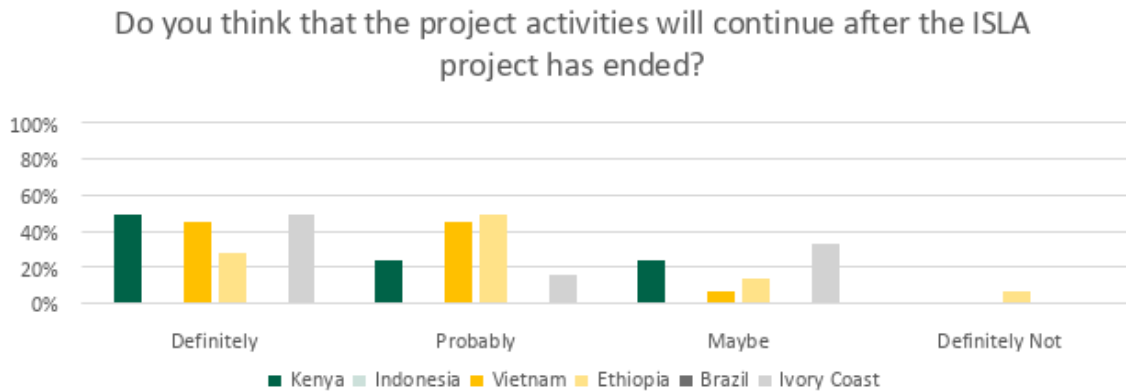
The data shows however no distinct trend in the deforestation that occurs in the regions. It is on the same total level since the year 2001.

One major factor in the analysis and the results is the type of activities carried out in the field, which focus on agroforestry and reforestation. Usually, these types of activities are distinguishable on small scale, and there is always a certain challenge related to detecting especially areas where agroforestry is being practiced. During an analysis based on satellite imagery, such areas are either identified as forests or cropland, depending on the canopy cover. Reforestation is another activity that can be monitored, but especially in the first stage after the planting, it is not detectable on the satellite imagery (such as Landsat used by Hansen et al.). Therefore, the analysis in this case shows that there is no visible trend of deforestation. However, there is a limitation to the results. The satellite imagery is not able to detect those changes in the field as

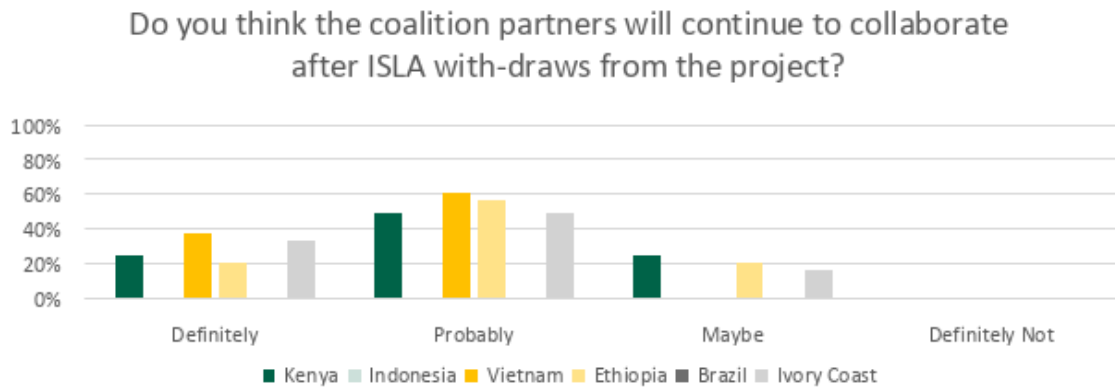
they have been implemented only recently (2 years). Combined with the small scale of implementation, available data do not provide the level of detail that can detect any changes brought by the activities in the field.

### 3.6 Sustainability

**In Vietnam, Indonesia, Brazil and Kenya the ISLA program helped to set up landscape governance mechanisms in such a way that they become able to continue beyond the support of IDH.**



**Figure 20: Sustainability of projects**



**Figure 21: Sustainability of coalitions**

**Overall, stakeholders are fairly optimistic that project activities and collaboration among coalition partners will continue after the ISLA program has ended.** Stakeholders in Ethiopia, Ivory Coast, and Vietnam commented that they are mainly concerned that insufficient funding levels in the future may be a binding constraint for further cooperation. In Kenya, a trust fund has been set up to ensure continuation of landscape management beyond ISLA.<sup>55</sup> In Brazil, the organizational structure, legal framework and funding mechanisms are in place. However, according to KIT, the organizational structures for implementation are still fragile and funding mechanisms

<sup>55</sup> The Stawisha Mau Charitable Trust was established in 2017. One of the trust objectives is to develop business cases and secure funding for the protection and rehabilitation of the Southwest Mau forest reserve. At the moment the administration of the fund is supported by the IDH country office.

concentrate on large-scale actors and temporary projects. Funding for projects, e.g., catering to smallholder farmers in settlement schemes is not ensured.<sup>56</sup> In Indonesia and Vietnam alignment with government plans at provincial and district level, and shared objectives among stakeholders are important factors for landscape level sustainability. In Indonesia, examples for long-term implementation exist, e.g., funding for projects in the Padang Tikar compact.<sup>57</sup> Stakeholders in Ethiopia mentioned the short timeline for projects to mature as a constraint to sustainability.

**Interviews supported the claim that private sector participation will continue after the project.**

In Brazil, RTRS reported that companies are highly engaged in the activities and would like them to be implemented even once ISLA is not involved. Although certification was initially viewed skeptically, producers came to understand the associated benefits from improving production practices; access to markets was seen as one important benefit. One concern came from Earth Innovation Institute, however, as they reported that high costs of farmer activities may not be viable without the ISLA program. In the Ivory Coast, Barry Callebaut reported that a budget line for ISLA activities will persist in their annual budget. Cooperative farmers have developed systems for registering farmers that will continue after the program.

---

<sup>56</sup> KIT 2021, draft full evaluation report; version 03.05.2021

<sup>57</sup> Grant and loan from the Indonesia Forest Finance Facility (BLU P3H KLHK) for community businesses and a planned investment by the Tropical Landscapes Finance Facility in a sustainable coconut sugar project working with smallholder farmers.

## 4 LEARNINGS AND RECOMMENDATIONS FOR PHASE 2

---

This chapter presents (i) learning about the leading causal mechanisms along the ISLA results pathways, and demonstrates how the importance of underlying implicit causal assumptions can vary in their significance in different contexts (thus needing other intervention effort); and (ii) practical recommendations on how to improve project preparation as well as results-based M&E by the program going forward.

### 4.1 Learning about the leading causal mechanisms along the results pathways intended by ISLA

***Causal Link (1): Convening and facilitating multistakeholder coalitions will lead to more effective public-private landscape governance.***

This link in the causal chain is implicitly assuming that

- a multi-stakeholder engagement, trust and consensus building process is somewhat “linear” and therefore achievable within a project cycle (of 3-5 years);
- the country context is fairly “homogenous” in terms of institutional capacity, environmental sensitivity of stakeholders, and the level of agriculture/forest product commercialization in program countries;
- there is a stable governmental commitment in landscapes;
- the convening power of ISLA is acknowledged by stakeholders; human resources capacity of ISLA Secretariats meets the needed skill set.

The political economy within a country or landscape can create challenges to the convening body. It can slow down any progress in securing stakeholder commitment. Long-standing presence and legal status of the convening body in the landscape influences credibility with governments and trust with the private sector, and thereby can accelerate the engagement process (e.g., Brazil, Kenya, Vietnam, vs. Ethiopia). Furthermore, the institutional capacity, the level of environmental awareness, the production capacity and commercialization level typically vary across countries and their landscapes, so that countries have different starting points when beginning the journey of strengthening public-private landscape governance (e.g., Ethiopia, Ivory Coast, Indonesia vs. Kenya, Brazil, Vietnam). In addition, political instability and high turnover of governmental officials typically further hampers the process (e.g., like in Ethiopia). On the other side, the personal networks and the human resource capacity of the national ISLA teams are critical for a high-quality convening process.

## Leading causal mechanisms

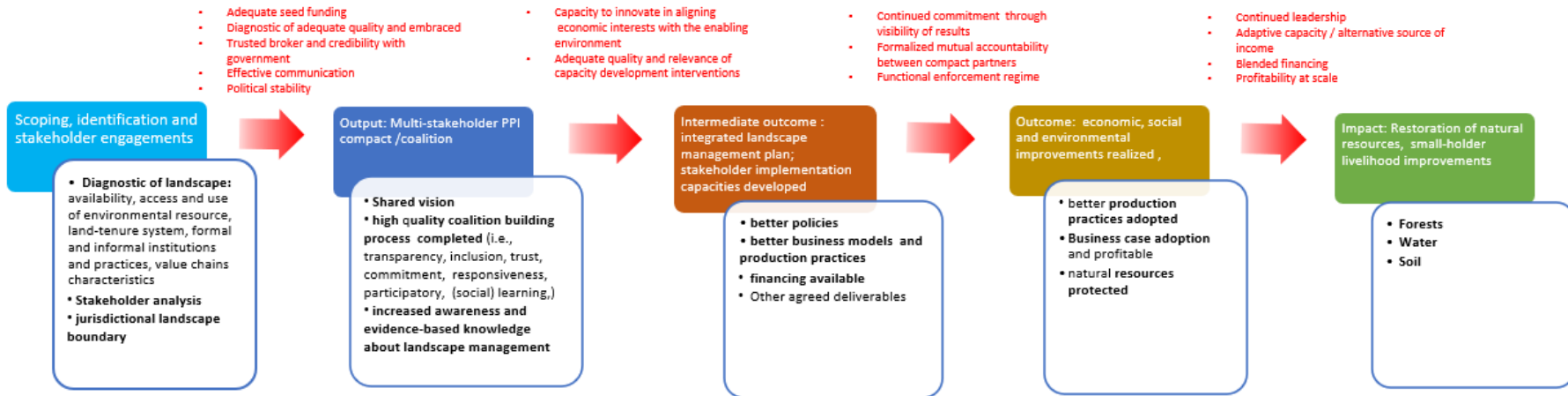


Figure 22: Leading causal mechanisms and assumptions

**Causal Link (2): *Improved policies lead to reduced deforestation and improved water management.***

This link in the causal chain is implicitly assuming that

- adequate enforcement capacity is available and political will at all administrative levels follows suit;
- policies and legal framework are consistent, e.g., the local land tenure system is aligned with national restoration goals and policies;
- good connectivity between national and sub-national levels of government or between different line ministries is given;
- the population can turn to alternative sources of income.

ISLA realized rather early that it is less of having adequate policies that prevents forest protection, but more so the capacity to enforce environmental regulations. This assumption was corrected as the strengthening of enforcement was included into the implementation design. Yet, even if there is capacity to enforce, the political will may not be there, as can be seen in the case of Kenya, where the construction of a fence for closing of a forest area under protection was agreed, but is still not built, due to continuing disputes about boundaries between community and governmental land. These risks need to be recognized, and mitigating measures need to be actively explored during internal implementation reviews.

Potential inconsistencies between the local land tenure system and the national restoration goals and policies is another risk to be managed early on in the design. This is an issue hampering progress in the case of Ethiopia. In contrast, in Indonesia, the project managed to find a solution to overcome inconsistencies between law governing agricultural area and forest area by leveraging the KEE System and in doing so mitigating investment risk by private investors into ISLA.

Finally, showing a way towards an alternative source of income built into the intervention (e.g., Kenya: dairy production, beekeeping; Ethiopia: vegetable production, beekeeping, use of fuel-saving stoves,) has been a strategic design decision by ISLA that has been added to the ToC, and as such increased effectiveness of the project intervention at field level.

**Causal link (3) *Pilot-based learning and knowledge dissemination of improved (business) practices leads to scaling up of investments inside and outside the program.***

This link in the causal chain is implicitly assuming that

- pilots are successful and farmers will adopt;
- local people have the power and authority to make restoration decisions;
- a financial mechanism will emerge driven by off-take market opportunities;
- the enabling environment in large is suitable for scaling up

It is important to assess at the outset if these conditions are in place in the specific landscape.

## 4.2 Recommendations for improving program preparation

Managing the convening process into a coalition and eventually into a compact, whereby stakeholder expectations and perceptions inside and outside the program have to be consistently and transparently managed, requires a lot of human resources skills and experience. Before engaging in a new landscape IDH should assess whether trust and real convening power of a brokering institution is already in place because building that up from scratch makes a huge difference in effectiveness and efficiency.

The quality of local governance and enforcement capacity should be considered at the outset and carefully monitored. We recommend to routinely conduct a risk assessment as part of project preparation recognizing these risks and identifying appropriate mitigation measures. A tenure diagnostic in the scoping phase that can facilitate more robust tenure and land governance analyses, will help to anticipate such issues and inform a tenure responsive land-use governance design.

The promotion of pilot-based learning and knowledge dissemination of improved (business) practices will only lead to scaling up of investments inside and outside the program if the local environment is investment friendly. Farmers and local stakeholders are usually very risk averse due to the absence of safety nets or insurance. Before preparing the program, it will be useful to work with partners and try to de-risk the investment climate for farmers and businesses.

## 4.3 Recommendations for improving Program M&E

### **Landscape-specific ISLA Theories of Change**

We recommend IDH to consider developing explicit landscape specific ToC that are conceptually nested within the ISLA ToC. In other words, to prepare individual landscape ToCs that take the ISLA ToC as the overarching framework, and then customize and contextualize the results pathways and underlying assumptions that are applying to the respective landscape, while maintaining the three ISLA thematic thrusts – governance, finance & business, and field-level sustainability. The advantages would be that such a “contextualized” ToC would help clarify pathways (which in the current ISLA ToC (2020) may appear too abstract for some team members and stakeholders) and specify outputs and outcomes for a given landscape case. The ToC design could be part of the compact building process and help to create a common understanding of both the vision, but also of the pathways and stakeholder roles in and their contributions towards achieving a common objective. Revisiting the ToC regularly, e.g., during internal program reviews, may also be necessary so to recognize and address changing conditions and priorities or to rectify false assumptions.

### **Strengthen the evidence-base for outcome measurement**

The strength of the evidence has been quite mixed across the projects. It has been very much driven by signed Letter of Intent, agreements, meeting minutes and other immediate outputs. Evidence mapping as part of this evaluation clearly showed that the available evidence is skewed towards project outputs. There is less evidence about behavioral change and actual quantifiable benefits from the “use / application” of these outputs, e.g., adoption of new practices learnt,

effective deployment of improved enforcement capacity, sales from production surplus, profitability at scale. One reason is certainly that the program is still too young to be able to provide robust evidence on (development) outcomes, but there are also weaknesses in the monitoring system (and its instruments) as such. We recommend that ISLA puts in place appropriate monitoring processes to eventually be able to demonstrate evidence-based outcomes of the intervention, e.g., through systematic farmer and other beneficiary surveys, or for exceptional innovations a randomized controlled trials may be useful for assessing impact. IDH may also want to consider supporting governments in institutionalizing remote sensing as a monitoring tool, by building their own remote sensing capacities that can monitor landcover and use change using methodologies and advanced algorithms in a systematic and compatible way across landscapes. Finally, when formulating outcomes such as “a finance mechanism is set up”, “adoption of better law and regulatory practices, “natural resources are sustainably managed” the corresponding indicator needs to be carefully defined and combined with guidelines on how they should be assessed and what supporting evidence is eligible and fit for purpose. IDH should develop comprehensive guidelines for measuring KPI across its program to guide the collection of reliable data that is compatible across landscapes.

### **Strengthen target setting**

While it is useful to set targets to track program achievement, some targets appear to be poorly defined due to the high degree of variance in the degree of achievement across the landscapes. Overly ambitious targets as well as under ambitious targets should be avoided. An alternative approach could be to set minimum targets rather than overall goals to ensure that a certain level of achievement is reached.

### **Conduct regular self-assessment of the coalition building and management process**

The quality of the process within a multi-stakeholder platform is likely to affect its overall effectiveness. Taking measure of the stakeholder perceptions and satisfaction with platform operations on a regular basis by applying self-assessment instruments (e.g., at the end of meetings, during annual program reviews, or online) is a recommended good practice. Finding out how coalition members value the platform’s performance in terms of its internal processes, and then to identify options for improvement jointly can be pivotal for maintaining the momentum in such a long-term engagement process. One can distinguish between two types of quality dimensions: those related to good governance principles and those that can be considered conditions for effective operation of the platform.<sup>58</sup>

---

<sup>58</sup> A possible model for conducting such self-assessment is laid out in the working paper by Kusters, K., M. De Graaf and L. Buck. 2016. *Guidelines: participatory planning, monitoring and evaluation of multi-stakeholder platforms in integrated landscape initiatives*. Working paper. Wageningen, the Netherlands: Tropenbos International and EcoAgriculture Partners.

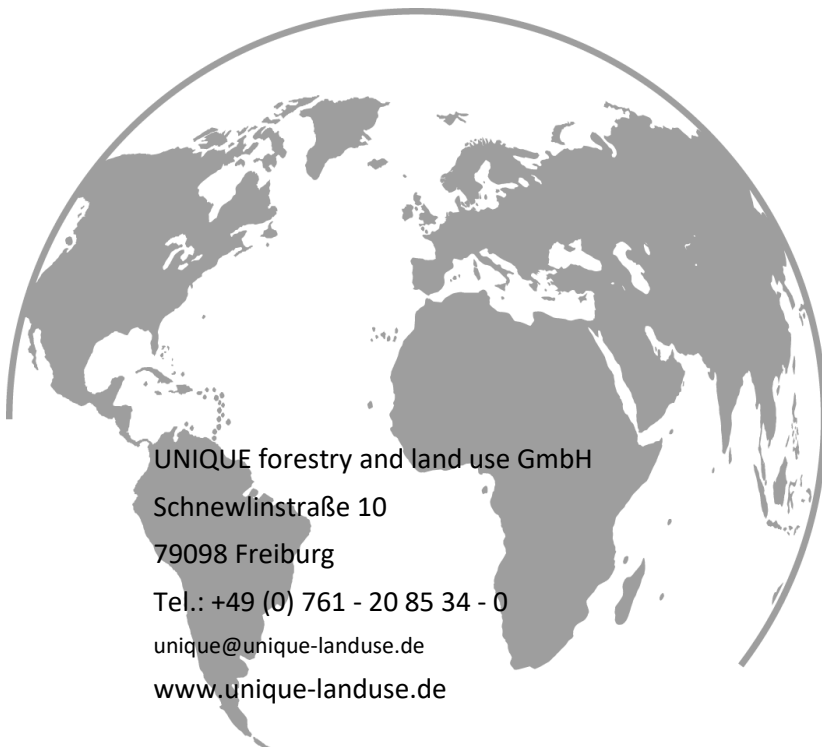


## 5 REFERENCES

---

- Acacia Water, 2015: Improving water quantity and quality; Proposed Joint actions for a sustainable landscape around Lake Ziway. Baseline and Intervention Selection. Report prepared for IDH.
- AgriLogic, 2020: Scaling up Sustainable Robusta Coffee Production in Vietnam: Reducing Carbon Footprints while Improving Farm Profitability. Report for USAID Green Invest Asia, JDE, and IDH.
- AgriLogic, 2021: Farmer Field Book Analysis. ISLA Programme Vietnam 2016/17 to 2020/21.
- Annual Report 2017, Investing in scalable business models for SGDs, IDH the Sustainable Trade Initiative, 2017.
- DeFries R, Herold M, Macedo MN, and Shimabukuro Y, 2013: Export-oriented deforestation in Mato Grosso: harbinger or exception for other tropical forests? *Philosophical Transactions of the Royal Society B: Biological Sciences*, 368(1619): 20120173.
- Easdown W, 2020: Extended evaluation of Kenya ISLA landscape work.
- EU REDD facility, 2018: Overview of planned public investments related to land-use in the Central Highlands region of Viet Nam, 2016-2020.
- GIRDC, 2020: Water resources potential and demand study in Ziway Shalla sub-basin. Report for the Basin Development Authority (BDA) Rift Valley Lakes Basin Development Office (RVLBDO), and IDH, prepared by Generation Integrated Rural Development Consultant.
- Hatfield, 2018: Development of Green Growth Plan of West Kalimantan with a Detailed Analysis of Ketapang, Kayong Utara and Kubu Raya Districts: Baseline Data and Business as Usual Scenario.
- IDH, 2014: Initiative for Sustainable Landscapes. Public private governance of vulnerable landscapes. Outline 2015-2018. Work plan & Budget 2015.
- IDH, 2020: Annual Report 2019. In-depth report.
- IDH, 2020: Connecting Production, Protection and Inclusion. Annual report 2019.
- KFS, 2019: Ndoinet Forest Livestock Management Plan 2020-2024.
- KIT, 2021 Royal Tropical Institute Evaluation of the Connecting Production, Protection & Inclusion Partnership Programme Draft Report
- Korir R, 2016: Beef value chain assessment for South-west Mau, Kenya. Report prepared for IDH Initiative for Sustainable Landscapes.
- KWTA, 2021. Fencing starts off at Maasai Mau Forest in Narok County. Article posted at the Kenya Water Tower Agency. (January 9, 2021) <https://watertowers.go.ke/fencing-starts-off-at-maasai-mau-forest-in-narok-county/> Accessed April 2021.
- New Foresight, 2018a: SDM: Case Report Simexco, Vietnam. Service Delivery Model Assessment. Report for IDH.
- New Foresight, 2018b: SDM: Case Report SMS ACOM, Vietnam. Service Delivery Model Assessment. Report for IDH.
- New Foresight, 2019a: SDM: Case Report COFCO International, Vietnam. Service Delivery Model Assessment. Report for IDH.

- New Foresight, 2019b: SDM: Case Report Louis Dreyfus Company, Vietnam. Service Delivery Model Assessment. Report for IDH.
- PCI Institute, 2019: Produce, Conserve, Include Pitchbook: An overview of initiatives that support corporate engagement in Mato Grosso, Brazil. Compiled by the Environmental Defense Fund and the Tropical Forest Alliance for the Produce, Conserve, Include Institute Mato Grosso.
- Rhino Ark Charitable Trust, 2020: Fences with a purpose and major impacts. Article in ARKive, the newsletter of the Rhino Ark Charitable Trust. Issue 56, May 2020.
- Sail Ventures, 2019: JEC Assessment: Mato Grosso. Report for the &Green Fund. <https://www.andgreen.fund/downloads/> Accessed April 2021.
- Vivid Economics, 2019: Point sur la deforestation dans le Sud-Ouest de la Cote d'Ivoire. Report prepared for the UK Space Agency.
- WB, 2016: Transforming Vietnamese Agriculture: Gaining More from Less. Vietnam Development Report 2016. World Bank Group.
- WCF, 2021: Resultats principaux de la collaboration WCF-Sodefor pour la preservation de la foret classée du Cavally 2017-2020. Wild Chimpanzee Foundation.



UNIQUE forestry and land use GmbH

Schnewlinstraße 10

79098 Freiburg

Tel.: +49 (0) 761 - 20 85 34 - 0

[unique@unique-landuse.de](mailto:unique@unique-landuse.de)

[www.unique-landuse.de](http://www.unique-landuse.de)