

Final Evaluation

Of Tropenbos' Working Landscapes: Promoting Sustainable
Use of Forests and Trees for People and Climate

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Final Independent Evaluation of the Working Landscapes Programme: Promoting Sustainable Use of Forests and Trees for People and Climate

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1 Executive Summary

1.1 Introduction

Tropenbos International (TBI) commissioned our team to carry out the final independent evaluation of the Working Landscape Programme: Promoting the sustainable use of forests and trees for people and climate. The evaluation was conducted between May 2023 and October 2023. This report contains the findings, conclusions, learnings as well as recommendations of the evaluation team.

The purpose of the final evaluation, as stated in the terms of reference (see Annex 7.1) is to “*assess the achievements of the Working Landscapes Programme against its overall goal and targets, how this has been achieved and what were the lessons learned*”.

The report is structured as follows: the programme and its components are briefly outlined in chapter three. Chapter three also describes the purpose, the approach and the methods of the evaluation, as well as challenges and limitations. Chapter four discusses the findings under two broad themes, namely lead question (LQ) one, which addresses the standard Organisation for Economic Cooperation and Development (OECD) evaluation criteria of relevance, coherence, effectiveness and flexibility, efficiency, sustainability and transversal themes of gender and youth and LQ two, which addresses the strategic positioning of landscape programmes. Chapter five and six contain the learning, conclusions and recommendations from the evaluation. Supplementary information and data are included in the annexes in chapter seven.

The Working Landscapes programme (WLP) is implemented in Indonesia, Viet Nam, DR Congo, Ghana, Suriname, Colombia, Bolivia, Ethiopia, Uganda and the Netherlands. However, for the purposes of this final evaluation, the lead consultants, in collaboration with the TBI team agreed on in-depth evaluations of five countries (Bolivia, DR Congo, Ghana, Indonesia and Viet Nam) (see Annex 7.4) and four themes (NDCs, Agro-commodities, Restoration and Business and Finance) were strategically selected amidst cross-cutting issues that allow for perspectives from different scales, different contexts and different stakeholders. In the course of the evaluation, we engaged lightly the countries outside the scope of the evaluation (Colombia, Suriname, Ethiopia and Uganda) on relevant aspects of the programme through interviews, network meetings and document review. The basis for selection of the five countries amongst the nine, as provided by the Reference Group (body comprising of representatives of DGIS, TBI and external experts who are overseeing the independence and quality of the evaluation) and the evaluation approach and methods as well as the challenges and limitations are described in Section 3.2.

1.2 Key Findings

1.2.1 Lead Question 1: Programme Implementation

Overall, in relation to the following the OECD-DAC criteria of relevance, coherence, effectiveness and flexibility, efficiency, impact, sustainability and gender and youth involvement; the findings of this evaluation indicates that the programme rates favourably with the evaluation criteria, as indicated below. However, there are also some areas that need improvement, as discussed in the recommendation and learning section (Section 5) of this report.

Relevance (High) The findings have highlighted the relevance of the aims and programme implementation of the WLP with national priorities, constituents’ needs and the global programme. There is, however, the need to foster closer collaborations, especially with duty-bearers, to enhance implementation of the programme beyond its lifespan.

Coherence (High) There is good internal coherence and strong synergies with the WLP and with other TBI/TB Network Partners programme especially MoMo4C and the GLA. The programmes consistency with international norms and standards is high, primarily because of TBI’s role in setting the latter and applying them in the delivery of its interventions. In terms of external coherence, we found that some opportunities for collaboration exist and should be looked into in order to avoid duplication of efforts and beneficiary fatigue.

Effectiveness and flexibility (Medium) Subsequent to the implementation of the WLP, large expanse of hectares has seen direct improvement in climate-smart landscape practices resulting in several

thousands of people being directly impacted by improved landscape climate-smart practices. The quantitative performance (targets) of the programme is impressive and could even be greater if the four excluded (from this evaluation) countries are included and upon the completion of the programme by close of 2023. The outcomes performance in relation to implementing policies and practices towards climate smart practices (S2) in relation to smallholders adopting climate smart practices and, to some extent, IPLCs participating in landscape level decision-making processes is highly commendable. With the exception of the outcome relating to private companies better integrating smallholders into their supply chains. Progress in relation to strengthening the role of forests and trees in the national formulation of NDCs (S1) and stimulating South-South learning and policy innovation to encourage the incorporation of sustainable use of forest trees in climate smart landscape (S3) has been moderate. despite the dropping of some proposed outcomes in response to contextual challenges. The explanation of these drop-downs is acceptable and only shows the flexibility and adaptive management that accompanied programme implementation.

Efficiency (High) Several of the elements that were assessed to measure the extent to which the programme was efficient were rated positive. This holds true for the political, technical, and administrative support that the programme received from its stakeholders. We found efficiency drivers included: the technical expertise of Network Partners; the institutional positioning of Network Partners; the leveraging and synergies drawn from other interventions; and the flexibility and adequacy of funding. The allocation of financial resources largely adhered to best practice of 80/20 rule in terms of direct and indirect expenditures. However, long distances to programme communities or landscapes in some cases, a lengthy inception phase (1 year) and the deployment of lean teams somewhat hampered implementation efficiency.

Impact (Medium) The long-term objective of the WLP is to promote transformational change towards climate-smart landscapes in the forest tropics, to help achieve climate goals as defined in the Paris Agreement, while contributing to the Sustainable Development Goals. The vehicle to achieve this overarching goal includes: more sustainable land-use practices by small-scale and large producers of agricultural and forestry products and inclusive landscapes governance and responsible business and finance, leading to effective implementation of social and environmental standards and commitments. While it is too early to make pronouncements on the transformational change towards climate-smart landscapes, the findings suggest that some of the conditions necessary for the latter to materialize have been met, including climate-smart practices, inclusive decision-making at landscape level, contributions towards Nationally Determined Contributions, capacity improvement among stakeholders, contributions to restoration/reforestation efforts and many more. However, limited progress has been made in scaling up these interventions, which in turn is due to the lack of willingness to the private sector, financial institutions and to some extent governments to engage and support scaling up.

Sustainability (Medium) We found the WLP to be socially and institutionally sustainable owing to the ownership and recognition given to the solution provided by the WLP vis-à-vis climate change and the institutional uptake, albeit slow, of duty-bearers. We also found that some WLP tools have been embedded in state actors' processes such as learning and collaborative platforms, WLP climate-smart strategies included in local governments' programming are all sustainability measures. However, the findings also suggest that the programme, in its current form, is financially not sustainable. External agents are still required to "bankroll" WLP activities. As mentioned above, this is due largely due to the limited ability, to date, to leverage private sector and financial institutions to support scaling up. But it is also, in part, as a result of the lack of an exit strategy.

Gender and Youth (Medium) Gender and Youth were seen to be very important components of the WLP as evidenced by the creation of a cross-partner G&Y teams to oversee the implementation of the G&Y aspects, the use of gender segregated KPIs for reporting purposes, and the use of a G&Y mainstreaming strategy. While in some countries, efforts were made to bring women and the youth to the table to actively take part in decisions that affect their lives at the landscape level, the findings suggest that largely, the G&Y inclusion was limited to encouraging the participation of more women in the activities of the WLP. We are of the view that gender mainstreaming goes beyond equal numbers (male and female) to tackle cultural and traditional practices that have created the marginalization of women in all spheres of life, especially in the contexts where the WLP is implemented.

1.2.2 Lead Question 2: Strategic Positioning of Working Landscape Programme

Section 4.2 of the report addresses key questions listed in the ToR (Annex1) relating to the strategic position of the WLP.

Key findings are summarised here and, where relevant, are ranked high, medium and low in relation to the extent towards these key questions have been addressed by the programme .

In relation to the **Extent of operationalisation of the landscape approach to achieve objectives: (Medium)** This section (4.2.1) discusses the extent to which the WLP has operationalised its approach in relation to achieving its Strategy Outcomes. Overall, Substantial and impressive progress has been made in relation to knowledge and capacity building of project beneficiaries, and in relation to economic development and socio-cultural dimensions of operationalisation. However, efforts to operationalise the WL approach in relation to the political dimension have been largely limited to the establishment of multi stakeholder platforms for collaboration and less so to power inequalities and access to political resources, with the exception of work in, Colombia, Bolivia and DR Congo.

In relation to WLP's strategies and themes, overall, the WLP has had substantial success in operationalising the landscape approach to improving national and local conditions for climate smart landscapes (Strategy (S2)); local people participating in decision making (Outcome 1) and to smallholders and local communities adopting climate-smart practices in landscapes (Outcome 2). Particularly in relation to agro-commodities (Theme 2), forest and landscape restoration (T3) and, to some extent, in the cross-cutting theme of Gender and Youth (G+Y). The extent to which the WLP has operationalised the better anchoring of forest and tree-based mitigation and adaptation approaches into National Determined Contributions (NDCs) (S1 and T1), getting international actors to incorporate the sustainable use of forest and trees in climate-smart landscapes in updated climate commitments and related policies (S3) as well as engaging with business and financial institutions (T4) for scaling up has been more limited. Limited progress with (T4), is linked with the lack of interest from private companies to integrate smallholders into value chains and to implement standards and commitments relating to climate smart landscapes (O3). The limited ability to include smallholders into agro-commodity value chains and lack of finance to support them, in turn, has meant that upscaling interventions has been challenging.

On WLP's contribution to transforming political and economic systems that drive unsustainable land use (medium), what's clear is that transformative change takes time. Overall, there are promising indicators of transformative change being brought about by the WLP, under Pillar 1: inclusive landscape governance and Pillar 3: inclusive sustainable land use practices. However, there has been limited progress in relation to Pillar 2: responsible inclusive business and finance. A key challenge, related to all pillars, is scaling up.

On the question about ***what conditions has the WL approach and locally owned solutions been most effective at transforming political and economic systems that drive unsustainable land use? What are the opportunities and limitations of this WL approach?***

Key enabling conditions for the WLP approach can be summarised as:

- Presence of supportive academic and government institutions with whom TBI and partners have worked to build trust and firm relationship with over many years.
- Effective coalitions around common issues (e.g. the Voice Network and the Ghana Civil Society Platform over EUDR) wild fire management in Bolivia and Uganda).
- Supportive and coherent government policies and legal frameworks for climate change and related sectors, including agriculture, land tenure, fire prevention and water management etc. For example, Ethiopia in relation to NDCs and land and tree tenure.
- Presence of supportive donor/state/private funding
- The recognition of the challenges brought about by climate change and the appetite to look for solutions hence the cooperation from stakeholders. For instance, in Ghana, cocoa farmers at the landscape have been devastated by "suffering" cocoa farms due to climate change and are very open to innovative solutions
- That TB partners are seen as impartial and apolitical - which allows for coordination without hindrance due to opposing political ideologies

In relation to the pathways of change, there are substantial opportunities related the key pathways of inclusive landscape governance and sustainable land use. Key opportunities are with working with coalitions at local, regional and international levels. There are good examples in Colombia and Bolivia, where WLP is working to create regional communities of practice, then embedding this knowledge regionally before pushing these initiatives up to the national and international levels.

In terms of limitations, the evaluation highlights some of the underlying assumptions made by the WLP, particularly in relation to the involvement of large-scale companies and the financial sector such as that: “Climate smart landscapes will be achieved once large-scale companies adopt sustainability standards and commitments, as well as innovative business models and financing mechanisms for integrated landscape management...” Evidence from the evaluation indicates that business and finance institutions show limited interest in engaging in the WLP approach and evidence from key informant interview and other studies indicate that these institutions tend still to be interested in maximising profits, rather than working with smallholder farmers and governments to develop sustainable, climate smart landscapes. Tropenbos produces excellent quality articles and thought pieces on the lessons learnt from the WLP. Whilst these articles require considerable investments in terms of time and often take a long time to produce, they have a long and useful shelf life.

In relation to the ***Extent to which the programme provides stakeholders with tools to achieve systemic change (High)*** The WLP has been very effective in relation to knowledge management, it is a clear added value of all of the Tropenbos partners which bridges the gap in debates between insights into science and learnings from the field. Furthermore, there is a lot of productive cross fertilisation of knowledge between partners and other institutions that TB partners work with in their respective countries.

Section 4.2.3 discusses WLPs contribution to addressing the political economy of resource use (Low) and the opportunities and constraints relating to the scaling the WLP approach.

Whilst there are some results which indicate that where stakeholder have similar common interests, such as in relation to address wildfires, transformational change can be brought about. However, in other cases, particularly in relation to the low success in engaging with the private sector and financial institutions, and the limited progress in relation to NDCs lacking concrete strategies, action plans and budgets, scaling up has been hindered.

Section 4.2.4 discusses the extent to which the WL programme and its partners have succeed in extended their strategies and partnerships to address fundamental drivers of unsustainable land use (Medium). It highlights successful examples of where TBI and TB partners have succeeded in broadening and extending the programme in relation to its work through the Fire-Smart Landscape Governance Programme, the work on the EUDR and through the work in Ethiopia on developing a national dryland restoration strategy.

However, beyond this there has been limited progress in broadening and extending strategies, particularly in relation to engaging with the private sector and financial institutions.

1.3 Conclusions and Learning

This section summarises the key conclusions relating to the assessment criteria of relevance, coherence, effectiveness and flexibility, efficiency, impact, sustainability and gender and youth involvement. The findings have revealed largely that the programme rates favourably with the evaluation criteria. It also highlights areas that need improvement.

Key learnings are summarised as

- Leveraging internal and external partnerships, coalitions and collaborations facilitates access to key resources (expertise, competence, solutions and physical resources) that enhances programme design and implementation.
- Continue to build on WLPs' excellent, high quality knowledge management work to generate and disseminate sector-specific knowledge products to key stakeholders to engender cross-learning and create regional communities of practice to embed knowledge regional.

- Revisit assumptions relating to NDCs to understand limited progress and develop a more effective way forward
- Strategic collaboration with national/subnational structures is key to success
- Continue to build on the WLP's good work relation to Gender and Youth inclusion
- Continue to recognise the challenges and tensions between the direct, short-term needs of key beneficiaries and the WL programme's longer-term objectives
- Continue to recognise the challenges and tensions between the direct, short-term needs of key beneficiaries and the WL programme's longer-term objectives
- A key challenge to working with local and national governments on the roll out of WLP interventions is policy-driven institutional incoherence. However, facilitating local coalitions for change that build on shared interests with more powerful groups) can work effectively and lead to collective action to solve a common problems.
- Engaging and working with the private sector on landscape programmes is challenging. There is a need to revisit assumptions to develop a more effective scaling up strategy
- There is a need to develop a clear exit strategy to support WLP sustainability impact

1.4 Recommendations

The overall recommendation for TBI, TB partners and DGIS, we can make is to extend the programme for all WLP countries, to really consolidate the gains made so far and to develop a clear exit strategy.

Specific recommendations include:

- Strengthen local ToCs to address scaling up challenges
- Streamline and disseminate knowledge products strategically
- Focus, share and apply more on learnings, regarding inequities, gender equality as well as conflict analysis and resolution.
- Build on TBI's and TB partners' excellent role as facilitators in multi-stakeholder platforms.
- Be more proactive in embracing collaboration and discourse to tackle shared challenges
- For effective scaling put more focus on NDCs
- Work with Overseas Development Assistance donors to ensure greater aid coherence, and to ensure that grants and development finance do not continue to support multinational corporations based in the Global North and undermine climate solutions in the Global South.
- Improve Project Cycle Management capacity of TB partners, including local MEL systems.
- Improve alignment between MFA funded projects/programmes on the part of Dutch embassies.

2 Acronyms and abbreviations

Acronym	In full
ABT	Forest and Land Social Control and Supervision Authority
AFOLU	Agriculture, Forestry and Other Land Use
APMT	Plurinational Mother Earth Authority
C	Celsius
CFCL	Forest Concession of Local Communities
CFOs	Community Forest Organisations
COPNAG	Central de Organizaciones de los Pueblos Nativos de Guarayos
CREMA	Community Resource Management Areas
CSOs	Civil Society Organisations
DAC	Development Assistance Committee
DARD	Department of Agriculture and Rural Development
DGIS	Directorate General for International Cooperation (of the Ministry of Foreign Affairs) Netherlands
DONRE	Department of Environment and Natural Resources
DRC	Democratic Republic of Congo
EOT	esquemas de ordenamiento territorial
ETA	Ecological Trends Alliance, Uganda
EPA	Environmental Protection Agency
EU	European Union
EUDR	European Union deforestation Regulation on halting deforestation
FFPOs	Foresters and Farmer Producer Organisations
FFS	Farmer Field Schools
FGD	Focus Group Discussions
FLG	Fire-Smart Landscape Governance (subprogramme)
FPIC	Free Prior Informed Consent
FTAP	Forests Trees and Agroforestry Programme
G & Y	Gender and Youth
GAM	Municipal Autonomous Governments
GCCP	Ghana Civil society Cocoa Platform
GLA	Green Livelihoods Alliance programme
GLF	Global Landscape Forum

HCVA	High Conservation Value Area
IBIF	Instituto Boliviano de Investigación Forestal
ICC	International Chamber of Commerce
IDH	Sustainable Trade Initiative
IGG	the Department of Inclusive Green Growth (of the Ministry of Foreign Affairs)
IOB	The Policy and Operations Evaluation Department
IPLCs	Indigenous People and Local Communities
IPs	Implementing Partners
JB and SW Landscape	Juabeso Bia and Sefwi Wiawso
KaLFor	Kalimantan Forest
KEE	Kawasan Ekosistem Esensial/ Essential Ecosystem Areas/wildlife corridor
KII	Key Informant Interviews
KPIs	Key Performance Indicators
LCICE	Fight against Impunity for Environmental Crimes
LEAN	Landscapes and Environmental Agility across the Nation
MDA	Municipal and District Assemblies
MoFA	Ministry of Foreign Affairs, The Netherlands
MoMo4C	Mobilising More for Climate
MONRE	Ministry of Natural Resources and Environment
MoU	Memorandum of Understanding
MTDP	Medium Term Development Plan
NDCs	Nationally Determined Contribution
NGOs	Non Governmental Organisations
O	Outcome
OECD	Organisation for Economic Cooperation and Development
PAR	Participatory Action Research
PEA	Political Economy Analysis
PENHA	Pastoral and Environmental Network in the Horn of Africa
PES	Payment of Ecosystem Services
PM-PLUP	Participatory mapping and participatory land use planning
PMEL	Planning, Monitoring, Evaluation and Learning
PMI	Bolivian National Forest Management

S	Strategy
SNV	Netherland Development Organisation
TB	Tropenbos
TBI	Tropenbos International
TCO	Tierra Comunitaria de Origen
ToC	Theory of Change
ToR	Terms of Reference
UPPB	Natural Rubber Business Unit
VF	Village Forest
WLP	Working Landscapes Programme

3 Introduction

Tropenbos International (TBI) commissioned our team to carry out the final independent evaluation of the Working Landscape Programme: Promoting the sustainable use of forests and trees for people and climate. The evaluation was conducted between May 2023 and October 2023. This report contains the findings, conclusions, learnings as well as recommendations of the evaluation team.

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3.1 Programme Overview

The Working Landscapes (WL) programme promotes climate-smart landscapes to help achieve the Paris Agreement¹ (which aims at holding “the increase in the global average temperature to well below 2° Celsius (C) above pre-industrial levels” and pursue efforts “to limit the temperature increase to 1.5 degrees C above pre-industrial levels.”) as well as the Sustainable Development Goals. Climate-smart landscapes maximizes synergies between climate change mitigation and adaptation, while contributing to improved livelihoods and conservation. Trees and forests are key to realising climate-smart landscapes, as they function as carbon sinks, improve resilience, support sustainable livelihoods, and provide a habitat for biodiversity. The WL programme focuses on three conditions/pillars for climate-smart landscapes: i) Inclusive governance; ii) Sustainable land-use; ii) Responsible business and finance.

The programme targets, at the landscape level, are smallholder farmers including men, women and youth, indigenous people and local communities (IPLCs) and small and medium-sized entrepreneurs, as well as larger businesses and local governments. It works with stakeholders through propositions to respond to climate change, including through the integration of forests and trees in the landscape.

The programme uses three broad strategies to support an enabling environment to bring about landscape-level outcomes as described in Table 1 below.

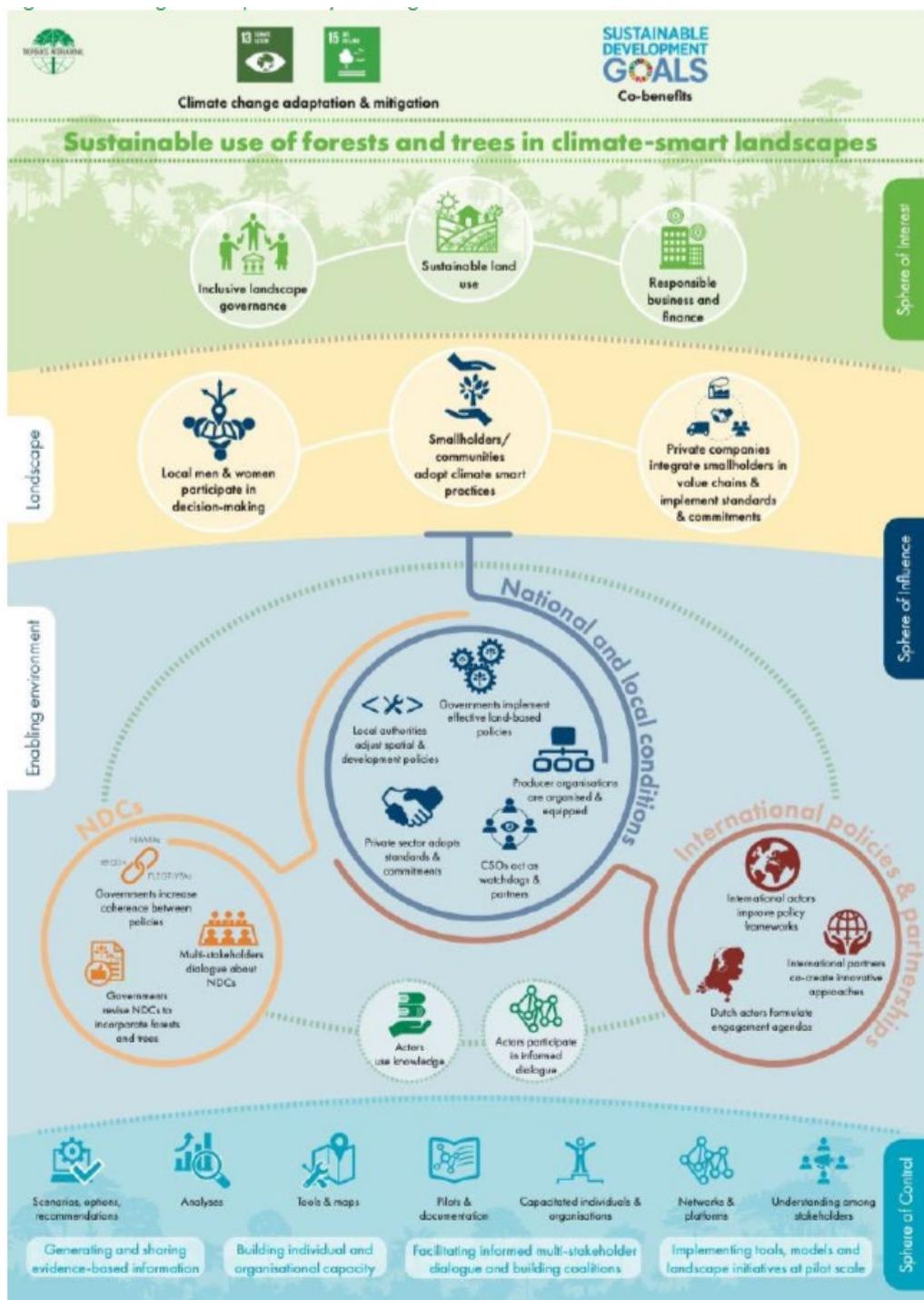
¹ [The Paris Agreement | UNFCCC](#)

Table 1: Summary of WLP Strategies and their related Outcomes

Strategy	Related outcomes
<p>Strategy S1: Strengthening the role of forests and trees in the national formulation and implementation of Nationally Determined Contributions (NDCs) ². To better anchor forest and tree-based mitigation and adaptation approaches into National Determined Contributions (NDCs), which lay down national climate target and the plans to achieve them. The aim is for the WL landscape propositions to be models for the implementation of the NDCs and, in turn, the programme expects that well-designed NDCs will enable change towards climate-smart landscapes. The programme will work towards adopting the revision of NDCs that operationalise the concept of climate-smart landscapes with an increased focus on women and youth.</p>	<ul style="list-style-type: none"> • Governments improve their NDCs based on multi-stakeholder dialogue • Governments revise their NDCs to better incorporate forest and trees, operationalising the concept of climate smart landscapes • Governments increase coherence between NDCs and related policies in the land based sector
<p>Strategy 2 (S2): Implementing policies and practices towards climate-smart landscapes to support changes at landscape level, the programme seeks to mainstream climate considerations in enabling local and national conditions, including policies, private commitments and civil society roles. The target groups are governments and civil society organisations (CSOs), forest and farm producer organisations (FFPOs), organisations of women and youth and investors and companies.</p>	<ul style="list-style-type: none"> • Smallholders adopt climate-smart practices in agroforestry and sustainable forest management • Local people – women in particular - participate more effectively in landscape-level decision-making processes • Private companies better integrate smallholders and comply with Environmental, Social and Governance (ESG) standards and commitments
<p>Strategy 3 (S3): At the international level, the programme will stimulate South-South learning and policy innovation and translate lessons into concrete inputs into international policy processes related to climate and landscape governance.</p>	<p>The intended outcome is that international actors incorporate the sustainable use of forest and trees in climate-smart landscapes in updated climate commitments and related policies.</p> <ul style="list-style-type: none"> • International actors incorporate national experiences and evidence on forest and trees in climate-smart landscapes in updated climate commitments and in related new policy frameworks • International partners co-create innovative approaches supporting the role of forests and trees in climate smart landscapes • Dutch public, private and civic actors formulate clear engagement agendas on the roles of forest and trees in climate-smart landscapes

² [All About the NDCs | United Nations](#)

Figure 1: WL Global Theory of Change (ToC)



Source: WL Programme Document

The programme is implemented in Bolivia, Colombia, Democratic Republic of Congo (DRC), Ethiopia, Ghana, Indonesia, Suriname, Vietnam and Uganda following their respective national theories of change (inspired by the global ToC- see Figure 1) and underpinning specific thematic focus. The ToC is based on cross-cutting issues, present in many or all the countries involved; and on opportunities provided by the international agenda, in particular where international agenda is a potential driver of climate-smart behaviours in selected landscapes. The four themes cutting across each country programme, the cross-cutting strategy on Gender and Youth (integrated in all thematic and national programmes) and their intended outcomes are summarised in Table 2.

Table 2: Working Landscapes Themes and Related Outcomes

Theme	Intended Programme Outcomes
T1: NDCs	<ol style="list-style-type: none"> 1. Governments in WL countries include their revised NDC measures that support integrated landscape approaches, taking the interests of men, women and youth into account. 2. Increased achievement of NDC commitments due to collaboration between donors, governments, CSOs and key national and international climate action NGOs to implement climate-smart landscape models in the country, learning from the experience in the WL landscapes. 3. Intermediary international organisations (e.g. the NDC partnership) adopt integrated landscape approaches as a means of implementation for climate action and translate these into guidance for NDC design and implementation.
T2: Agro-commodities	<ol style="list-style-type: none"> 1. Local communities, governments and companies support and adopt viable alternative production models in the programme's focal landscapes that are sustainable and climate-smart, taking the different need and interests of men, women and youth into account, across the landscape, and promote smallholder inclusiveness. 2. Producers, companies and governments develop and endorse measures that halt agrocommodity related deforestation in these landscapes 3. National and regional governments, sector associations and international fora support and promote the uptake of sustainable and climate-smart agrocommodity supply chains that halt deforestation and promote value chain inclusiveness of smallholders, as a measure to comply with zero-deforestation commitments and to meet the goals of the Paris Agreement.
T3: Restoration	<ol style="list-style-type: none"> 1. Local communities, governments and companies implement a participative landscape restoration model that increases carbon stock and gives local people access to the benefits of restored lands, including men, women and youth. 2. Sustainable business practices: Governments, companies and financial institutes have mechanisms in place to invest in participative landscape restoration and sustainable business practices of local people and producers. 3. Bring to scale: National governments support participative landscape restoration, to meet the goals of their NDCs and other policies.
T4: Business and finance	<ol style="list-style-type: none"> 1. Increased flow of financial resources towards sustainable, integrated forest-farm systems in smallholder agriculture, facilitating a responsible intensification of production through improved agroforestry systems, that avoids further deforestation and forest degradation and contributes to climate-smart landscapes. 2. Fair, inclusive and equitable integration of smallholders in the value chains of commodities that are produced in climate-smart landscapes, leading to job creation and diversification of income-generating activities. 3. Companies implement private sector standards, performance criteria and commitments to sustainability (FSC, PEFC and RSPO standards, ESG performance criteria adopted by financial service providers and zero-deforestation commitments of the New York declaration). 4. Implementation of financing mechanisms: <ol style="list-style-type: none"> a. Greater-sensitive and socially inclusive finance mechanisms that provide easy access to finance for smallholders and producer organisations, such as innovative saving and loan systems. b. Enhanced competitiveness of sustainable forest management compared to other land uses through the deployment of improved designed and implementation of financing instruments such as REDD+ and other Payment for Environmental Services schemes. c. Improved and aligned public policies and regulations on financial products and business development, promoting sustainable land use and inclusive trade.
Cross-cutting: Gender and Youth	<ol style="list-style-type: none"> 1. Inclusive governance: Men, women and youth participate in land-use decisions and landscape governance on equal terms, and decisions reflect the interests of men, women and youth 2. Sustainable practices: Men, women and youth are involved in applying sustainable land-use practices, and equally benefit from these practices, including secured access rights. 3. Responsible business and finance: Men, women and youth have equal access to finance, training and other development opportunities, benefit equally from the implementation of social and environmental performance standards and commitments; and are involved in value chains on equal terms.

In 2021, in response to extensive wildfires in 2019, a new component called the fire-smart landscape governance programme was added to the WL programme. Managed by TBI, it aims to reduce wildfire risks and improve sustainable use of forests and trees in climate-smart landscapes by improving the enabling environment for the implementation of sound fire-management practices in climate and land-use policies. The programme was initially launched in Bolivia and Indonesia, where TB partners had prior experience in fire management. In 2022, the programme expanded to Ethiopia, Ghana and Uganda.

Most of the WLP's work takes place in focus landscapes at the forest frontier. The programme is implemented by members and partners of the TBI Network. The network is made up of independent Tropenbos organisations in Ghana (TB Ghana), Indonesia (TB Indonesia), Viet Nam (TB Viet Nam), DRC (TB DRC), Suriname (TB Suriname), Colombia (TB Colombia). In Bolivia, Ethiopia and Uganda, the programme is implemented by Instituto Boliviano de Investigacion Forestal (IBIF), the Pastoral and Environmental Network in the Horn of Africa (PENHA) and the Ecological Trends Alliance (ETA) respectively. The TBI office in the Netherlands implements activities at the international level, that complement and support the work in the network countries, and pursues the development of joint insights and strategies. It is also designated as the secretariat providing support services to the network including quality control, administrative processes, communication, capacity development and fundraising at the international level. Key characteristics of the programme are summarised in Table 3.

Table 3: Programme Summary

Programme	Working Landscapes (Activity number 4000002173)
Funded by	Ministry of Foreign Affairs (MoFA), Netherlands
Implemented by	Tropenbos International & its Network
Duration	Planned: Actual: January 1, 2019 until December 31, 2023
Budget	Planned: euros 11,470,000 Revised: euros 14,145,000
Overall objective	The overall objective is climate change mitigation and adaptation (SDGs 13 & 15) through more sustainable land use practices by small- and large-scale producers of agricultural and forestry products; inclusive landscape governance ensuring that decisions reflect the interests of local communities and responsible business and finance leading to effective implementation of social and environmental standards and commitments, and equitable inclusion of smallholders in value chains strategies: strengthening the role of forests and trees in the national formulation and implementation of Nationally Determined Contribution (NDCs); implementing policies and practices towards climate-smart landscapes and promoting international policies and partnerships
Outcomes	i) Local men and women participate in decision-making on land use, fire management and governance; ii) smallholders and local communities adopt fire and climate smart practices; and iii) private companies integrate smallholders in value chains, and implement standards and commitments leading to responsible business and finance, with the ambition that men, women & youth participate and benefit on an equal basis. iv) Adoption of revised NDCs that operationalize the concept of climate-smart landscapes with an increased role for forest and trees, taking the interests of men, women and youth equally into account. And that revised NDCs take into account fire risk management to encourage the adoption of fire-smart practices and prevent the occurrence of wild fires in forested landscapes v) International-level actors incorporate national experiences and evidence on forest and tree in fire- and climate-smart landscapes in updated climate commitments and related policies
Target beneficiaries	Smallholder men and women, local communities, small and medium sized enterprises, larger businesses and local governments, CSOs involved in forest and landscape governance, forest and farm producer organizations (FFPOs), women and youth organizations, investors and companies

Source: WL Programme Document

1 These figures relate to the original WL programme

3.2 Evaluation background

3.2.1 Purpose

The purpose of the final evaluation, as stated in the terms of reference (Annex 7.1), is to “*assess the achievements of the Working Landscapes Programme against its overall goal and targets, how this has been achieved and what were the lessons learned*”. Through collection and triangulation of evidence, the evaluation seeks to understand how and why the programme achieved its intended results or otherwise. In doing so, we ensured the evaluative process highlighted the programme’s external accountability, to the donor Ministry of Foreign Affairs, The Netherlands (MoFA) and to local stakeholders including target indigenous people and local communities (IPLCs). The evaluation is a learning opportunity which documents lessons learned and good practice. The evaluation also provides recommendations on sustainability and scalability.

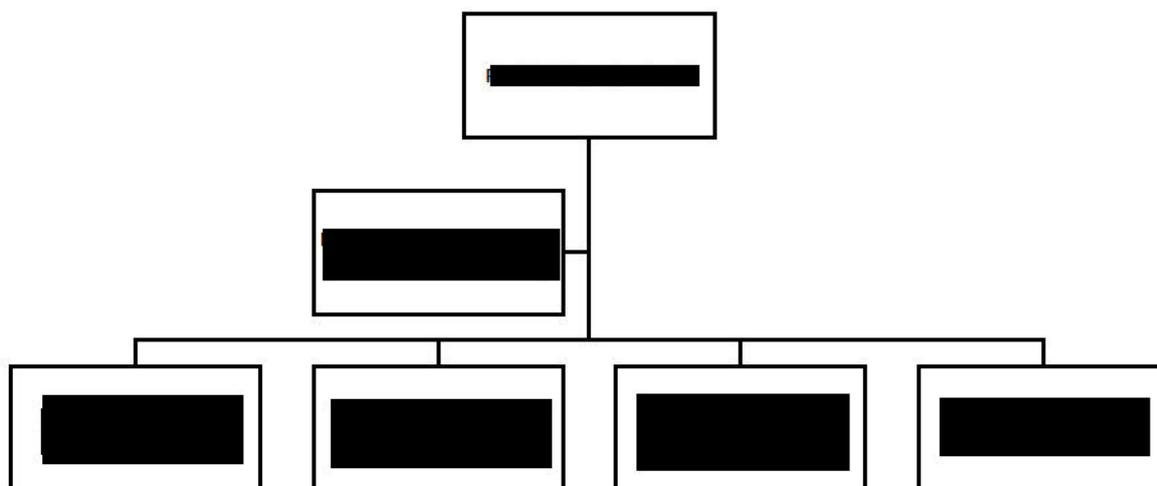
3.2.2 Approach

Firstly, the Working Landscapes programme (WLP) is implemented in Indonesia, Viet Nam, DR Congo, Ghana, Suriname, Colombia, Bolivia, Ethiopia, Uganda and the Netherlands. However, for the purposes of this final evaluation, the lead consultants, in collaboration with the TBI team agreed on in-depth evaluations of five countries (Bolivia, DR Congo, Ghana, Indonesia and Viet Nam) and four themes (NDCs, Agrocommodities, Restoration and Business and Finance) were strategically selected amidst cross-cutting issues that allow for perspectives from different scales, different contexts and different stakeholders. In the course of the evaluation, we engaged lightly the countries outside the scope of the evaluation (Colombia, Suriname, Ethiopia and Uganda) on relevant aspects of the programme through interviews, network meetings and document review. Specifically, the basis for selection of the five countries amongst the nine, as provided by the Reference Group (body comprising of representatives of DGIS, TBI and external experts who are overseeing the independence and quality of the evaluation) included that they:

- Represented the main landscape types (forest landscapes, agrocommodities frontier landscapes and smallholder mosaic landscapes)
- Adequate contexts for the programme implementation
- Adequate representation of the selected themes
- Presence of TBI Network Partners as well as the coalition of NGOs as part of a rights-based programme implementing the WL programme
- Presence of cross-cutting themes that allows the evaluation to be viewed from multiple perspectives
- Are safe and the programmes have matured

The lead consultants deployed a two-pronged approach to carry out the evaluation: The first level comprised of the evaluation leadership: Two lead evaluations (one of whom was also the national evaluator for Ghana) were responsible for organising, carrying out and reporting on the evaluation from a global perspective drawing insight from analysing all the data which emanated from the country evaluations. The leadership was also responsible for liaising with the Tropenbos evaluating team and its network partners during the implementation of the evaluation. To facilitate the process, the lead evaluators, with support from the TBI evaluation team, recruited five consultants with the requisite competencies, skills and local knowledge for the implementation of the local evaluations (see Figure 2) for the five selected countries.

Figure 1: Evaluation Architecture



The elements of our approach were defined in the evaluation plan report and the main ones are as follows:

First, consistent with the terms of reference highlighting the need for the evaluation to be a learning opportunity, we engaged with different stakeholder groups in all stages of the evaluation. This included consulting TBI staff in field offices and headquarters and representatives of DGIS/reference group on the evaluation questions; organising stakeholder workshops to discuss the preliminary evaluation results ensuring that the evaluation included and created value for the evaluation audience

Secondly, we set up an evaluation team with over fifty years' experience together bringing together members with different backgrounds apart from having experience in evaluation, sector specific relevancy, inclusion or development assistance in general. This approach, with the use of the Policy and Operations Evaluation Department (IOB) guidelines and the OECD evaluation guidance notes, checklists and templates as well as the regular contacts with and guidance by the TBI evaluation team, ensured that the evaluation complied with standards and norms.

Thirdly, we approached the evaluation as a programme evaluation drawing from the five national evaluations which were more of case studies, meaning that not all aspects and realities in the components can be discussed. Notwithstanding, to the extent possible, references were made to specific countries including spotlights.

Finally, in relation to LQ2, the lead consultants carried out a series of semi-structured interviews, based around the LQ2 questions, with key informants (see Annex 7.2 for a list of interviewees). These interviews were then triangulated with information from the national evaluations, the synthesis LQ1 findings, as well as the review of key project and other relevant documents; to synthesise answers to the LQ2 questions.

3.2.3 Methods and Sources

For both LQ1 and LQ2 questions, we used qualitative and quantitative mixed methods to collect data and information from different sources, scrutinized and triangulated them to ensure robust and valid findings. The methodology took into account the evaluation questions which are included in the terms of reference (Annex 7.1), the IOB guidelines, the European Union (EU) standards and guidelines as well as standard Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria. The preferred methodological choices were also guided by considerations of cost effectiveness and timeliness in obtaining useful results, hence the recruitment of local consultants with the requisite local knowledge, familiarity with the forestry sector and experience in conducting evaluation of international development programmes. Altogether, a total

of a hundred and ninety interviews took place (132 being one-on-one Key Informant Interviews (KII) and 48 focus group discussions (FGDs). The methods included but not limited to:

- Documents and data review: this involved the collection and review of data and information to prepare subsequent work steps as well as to respond to selected evaluation questions and generate a list of stakeholders to interview. TBI provided a useful list of approximately two hundred and seventy documents (WL programme design documents, progress reports, annual workplans, Planning, Monitoring, Evaluation and Learning (PMEL) data, mid-term review documents, partner contracts, budgets, audit reports, gender audit reports, baseline reports, project management tools and many more)
- Working Landscape Learning event: TBI held a learning session with the evaluation leadership team on the 13 June 2023, where the programme was presented and explained in great detail. This gave a bird's eye view of the programme, its structure and context and afforded the evaluators to ask relevant questions and probe further grey areas following the documents review.
- Participation in TB network meetings: participated in a series of network meetings between June and August 2023 where network partners had the opportunity to ask questions related to the final evaluation and, the evaluators had an opportunity to listen into verbal reports on programme progress, the successes and challenges that each country are dealing with and cross-learning.
- Development of evaluation workplan: based on all the reviews and learning opportunities, the evaluators put together an evaluation plan highlighting the approach and methods, the stakeholders to engage, timelines and most importantly, the evaluation matrix which provided the possible questions following the OECD-DAC criteria to be answered. The plan was submitted to TBI and the reference group for their review. We subsequently had a session over the internet with the reference group and TBI on the 2 June 2023 where we received valuable feedback to enhance the plan (See Annex 7.2).
- Review of ToCs and questioning of the ToC assumptions: in the implementation of the local evaluations, national consultants reviewed each local ToC to underscore the viability or otherwise of the various assumptions underpinning the pathways and sought to ask questions related to enablers and or inhibitors of actions. This exercise permitted the evaluators to appreciate the realities and context of the implementation of the programme at field level and to ascertain the actual role of the stakeholders identified.
- Contextual and Political Economy Analysis (PEA): in each of the five countries where the evaluation took place, a contextual and PEA was undertaken to understand the power-play, who are the relevant stakeholders and their role, the involvement of relevant government agencies and their mandate. This was important to understand which strategies of the WLP have worked and which ones did not work and finding explanations as to why things happened the way they did.
- Outcome Harvesting: The WLP adopted an outcome harvesting approach where each country harvested and reported on their outcomes. This approach was seen to be necessary, given the myriad of actors in the landscape space and the several competing interventions; making it difficult to attribute results to individual programmes. The final evaluation used the results of the Outcome Harvesting approach, then collated all the outcomes and validated them through the various interviews conducted at field level with the various stakeholders.
- Key informant interviews and focus groups discussions: in all five countries, national evaluators worked with the Network partners to identify relevant stakeholders to be interviewed, the venue and the sample size.
- In the evaluation workplan report, we proposed using online surveys to reach as many stakeholders as possible at programme and country level. However, in the end we did not use this method, as we received sufficient information using the other methods.
- Validation and sense-making workshops: following the completion of draft country reports, the national evaluators facilitated validation and sense-making workshops with stakeholders to receive feedback in order to finalize the reports.

Major milestones of the evaluation were the kick-off meeting with TBI evaluation team, the approval of the evaluation plan, the Network meetings, the learning and recommendation session and the approval of the final evaluation report.

3.2.4 Challenges and Limitations

We believe overall that we have a robust and valid basis of data and information to evaluate the Working Landscape programme. However, there were some challenges encountered by the evaluators in the course of undertaking the national evaluations and overall evaluation; the general ones are listed below (for country specific challenges and limitations, please refer to the National Evaluation report in Annex 7.4):

- Several of the interviewees were involved in a specific activity and did not appreciate the programme in its entirety, making some of the questions prepared in advance irrelevant. For instance, government agencies and some CSOs could only speak to aspects of the programme that they were involved and yet there is reasonable expectation that they would know the programme in its entirety, given their national mandates. Stakeholders, such as smallholder farmers, concerned themselves only with the specific programme activities that they were involved in. By way of mitigation, we undertook to break down the programme-level questions to intervention or activity level depending on the type of interviewee.
- Some elements of the evaluation, i.e. interview guidelines and final reports, needed to be translated in French and Vietnamese and vice-versa; this was not factored in the initial evaluation plan, placing an extra burden of translation services on some of our national evaluators and also stretching the timelines.
- Attribution was an issue in relation to the Green Livelihoods Alliance (GLA) programme and the WLP. Stakeholders found it difficult to differentiate between the two programmes and therefore required the national evaluators to be apt in distilling answers relevant to the WL. In some cases this was impossible to do.
- The absence of endline data (since the programme is scheduled to come to a close by end December 2023) and the limited availability of baseline data, made it difficult ascertain the effectiveness of the Working Landscape programme. In our report, we limit the endline data to the 2022 progress report and make an estimation of what the results will be by close of 2023.
- Furthermore, the results of the WL programme, particularly the fire-smart landscape governance programme, are still at a fairly early stage, due to delays in implementation and because that programme in Ethiopia, Ghana and Uganda only started in 2022. This means that it is challenging to do carry out a thorough assessment because evidence is limited.
- To be meaningful, data analysis must respect the degree of precision of the underlying data. The absence of detailed situational analyses at both the country and international levels and the limited time available to carry out the national and overall evaluations meant that it was challenging to carry out detailed PEA. These detailed PEAs would have enriched the evaluation findings.
- In relation to answering the LQ2 questions, the limitation of the scope of the national evaluations to five countries, obviously did lead to more discussion and analysis relating to these countries. However, in attempt to redress this imbalance, interviews were carried out with key partners in the partners countries that were not included in the national evaluations as well as most of the present and some former TBI staff with relevant roles in the WLP (see Annex 7.3 for list of interviewees).
- From the evaluation plan, we intended to compliment data collection efforts with an online survey to gather information from as many as possible informant. However, upon consultation with TBI, the lead evaluators thought the time was too short to implement a survey and therefore proposed to use it as a backup plan; should there be an information gap emanating from the consolidation of the country reports. We found the country reports to be largely sufficient from information point of view and therefore did not deploy the survey.
- The quality of the national evaluation reports varied considerably. Whilst the majority were of good quality, the National Evaluation report for Vietnam was relatively weak, with general statements, lacking clear examples to back these up and lacking clear lessons learned and recommendations. The lead evaluators provided substantial comments and suggestions on how to improve the report, however these were not taken on board.

4 Findings

4.1 Lead question 1: Programme Implementation

4.1.1 Relevance

The question of relevance highlights the extent to which the WLP was suited to the priorities and policies of the five focus countries of Bolivia, DRC, Ghana, Indonesia and Vietnam and also the needs of the targeted groups and final beneficiaries.

To what extent has the programme responded to the needs & demands of local communities, local authorities & other identified stakeholders and how were they engaged in setting priorities & implementation? (EQ 1)

The interviews with the various stakeholders in all five countries affirm that the WLP focus is considered relevant in all its various components. The interviews indicated that the design was developed in ways that took into account the priorities and perspectives of constituents. The programme design was developed in ways that took into account the priorities and perspectives of key beneficiaries. The WL country programmes hinged on thorough needs assessments of key stakeholders, conducted by project staff and stakeholders, which unearthed the contextual realities, the constraints and needs of the various groupings. Key examples of programme relevance are highlighted below (refer to the individual local evaluations in Annexes 7.4):

- In Bolivia, the WL programme effectively addressed critical challenges related to the governance of climate-smart landscapes and forest protection. Some of the identified challenges included (1) encroachments by external actors on Tierras de Comunitarias de Origen (TCO) (indigenous territory), endangering the territory through deforestation or illegal mining, (2) the price of wood and the income generated in the sector. Municipal governments are aware of the challenges highlighted above except that they are also in need of economic resources and technical assistance to surmount the challenges. On the side of relevant national institutions such as the Forest and Land Authority/Service (ABT) and the Plurinational Mother Earth Authority (APMT), economic and human resources are lacking for the effective fulfilment of their functions. The WL programme responded to these structural challenges by strengthening community organizations and providing technical assistance to national and local institutions.
- In Ghana, the TB Ghana team undertook the needs assessment jointly with the Forestry Commission, the Environmental Protection Agency (EPA) and the municipalities; highlighting priorities around: (1) land related challenges (forest encroachment as a result of agricultural expansion for both food and cocoa, illegal small-scale mining (destroying water bodies) and deforestation; (2) governance challenges (weak coordination among state authorities, limited stakeholder capacity, farmer ownership rights to naturally occurring trees, poor law enforcement regime); and (3) business and finance practices (illegal logging, overexploitation and non-adherence to sustainability standards and guidelines). According to KII and FGDs, the WL programme, addressed these needs through: smallholder farmers receiving training on climate-smart farming; the introduction of village savings and loans for alternative livelihoods. Some interviewees, however, pointed out that collaboration among stakeholders, especially government agencies, could have been better.
- In the DRC, the WL programme was seen as very relevant as it addressed crucial issues, such as threats of forest and land grabbing by elites, with complicity of local leaders, particularly through agribusiness. The WL programme, through the forest concession of local communities (CFCL), has responded to the need for land security of local communities and indigenous people. Elsewhere, the programme worked by improving existing agricultural practices and popularising farming techniques compatible with conservation and sustainable management. The programme is highly participatory, as evidenced by the joint identification of local priorities on the basis of IPLCs, free prior informed consent (FPIC) and the co-construction of priority interventions with stakeholders.
- In Indonesia, the WL programme was seen to be relevant, due to its responsiveness to stakeholders' needs and interests. The programme activities, addressed actual community needs in the form of securing four Village Forest (VF) permits, resolving land jurisdiction disputes and

empowering IPLCs. The VF permits are granted by state governments, which give rights of ownership to village communities with lands designated as reserved forest. The granting of the permits has given village communities the opportunity to sustainably manage their own resources. The programme also helped address the community's land jurisdiction needs, through participatory mapping and participatory land use planning (PM-PLUP) in two sub-landscapes, thereby eliminating boundary disputes with neighbouring villages. In relation to the needs of youth and indigenous communities, in the face of safeguarding their traditional agroforestry systems and cultural identity; the WL programme enhanced the socio-economic value of the Tembawang agroforestry system, promoting local craft products and integrating Farmer Field Schools (FFS) teachings into the curriculum of local junior high schools. It also facilitated the Ketapang District stakeholders' need for a robust fire prevention strategy by developing the fire prevention master plan. There were, however, some dissenting views on the relevance of the action: access to affordable and quality finance is still in the balance because the programme was, overall, not successful in providing access to finance for all farmers in lowland sub-landscapes, since the existing credit union's church-affiliated background is considered very sensitive issue for the predominantly Muslim farmers.

- In Vietnam, akin to the other countries, the programme's work plan was developed jointly with the stakeholders which help to ensure that the latter's needs and priorities were captured. Stakeholder issues identified in the programme's problem definition included: challenges with natural resource management approach; unsustainable use of forest lands and forest resources; the exclusion of various stakeholders, especially communities in forest management and restoration efforts; and the lack of respect for the differences and traditional culture of ethnic minorities related to the use and management of natural resources. The WL programme addressed these issues in its workplan by: initiating an inclusive restoration dialogue, which established a permanent multi-stakeholder platform, where restoration priorities were identified; collaborative actions were developed and joint monitoring of the implementation of those actions were undertaken; promotion of coffee payments for ecosystem services (PES), through the elaboration of modalities for inclusion of coffee farmers in the national PES mechanism, that enables the restoration and management of upstream forests (including work on the social and economic benefits of agroforestry coffee vs. mono coffee plantations); as well as the establishment of a climate-smart landscape coffee model, that contributes to restoration of coffee farms on marginal areas currently occupied by relatively unsustainable coffee farms.

4.1.2 Coherence

The question of coherence emphasizes the extent to which the WLP supports and works with, or undermines, other interventions (particularly policies) and vice versa. The criteria includes: i) internal coherence, which addresses the synergies and interlinkages between the WL programme and other TB programmes as well as the consistency of the action in relation to relevant international norms and standards; and ii) external coherence, which addresses the consistency of the WL programme with other development actors' interventions in the same context, and could include complementarity, harmonisation and co-ordination with others; and the extent to which the WL is adding value while avoiding duplication of effort.

To what extent did the programme achieve compatibility with, or fit with other ongoing TBI/MFA programmes and other relevant programmes (donors, public and private) in the targeted countries? (consistency, complementarity and synergies)

Overall, interviews with implementing partners and the review of programme documents confirm that the WL programme has high internal and external coherence with both other interventions being implemented by the network partners, on one hand; and the programme's alignment with national governments and other donors' programmes, on the other. The overall objective of the WL programme is to achieve climate resilient landscapes predicated on inclusive landscape governance, sustainable land use and responsible business and finance. The Network partners have also implemented several other climate change mitigation and adaptation programmes, such as the Green Livelihoods Alliance (GLA 1&2)) and Mobilizing More for Climate (MoMo4C) in Ghana, GLA and the Fight against Impunity for Environmental Crimes (LCICE) in DRC, GLA in Bolivia, GLA, MoMo4C, Village Forest (VF) programme and Kalimantan Forest (KaLFor) in Indonesia and GLA in Vietnam. All these interventions

have ultimately aimed at climate change mitigation and adaptation. In this section, we highlight the key coherence elements running through all five programmes, for country-specific information on coherence refer to local evaluations in Annex 7.4.

- The WLP in Ghana, built on the success of GLA-1. Implemented from 2016 until 2020, it aimed to achieve inclusive and sustainable governance of forested landscapes and halt deforestation driven by agro-commodity production and mining. The programme also strengthened the advocacy and lobbying skills, sustainable land management capacity and monitoring of local development abilities of CSOs to enable them influence policy at the local, national and international levels. Our analysis shows that the WL programme relied on the momentum generated through the GLA and worked with the same set of stakeholders but paid more attention to direct involvement of local communities and smallholder farmers to implement the WL programme. The GLA prepared the ground for the take-off of the WL programme, in the form of awareness on climate adaptation and mitigation, mobilization of relevant stakeholders and civil society organization through workshops. This then allowed the WLP to tackle elements of inclusive landscape governance (strengthening the Hotspot Intervention Areas (HIA) and Community Resources Management Areas (CREMAs)³; as well as sustainable land use interventions, including climate-smart cocoa farming practices and alternative livelihood interventions such as planting and selling of vegetables from VSLAs income).
- In Indonesia, the WL programme was built on GLA 1 programme foundations, which ran from 2016 until 2020. There was a high degree of synergy between the GLA and WL programmes. Both programmes built close relationships with Masyarakat pembangunan Ketapang, which is a key collaborator of the district government. For example, the Village Forest Management Group strengthening programme (known as the VF programme), is a performance-based Payment for Ecosystem Services (PES) programme, managed by Lestari Capital. It complements both the WL and GLA programmes, as it provides an incentive for the community to safeguard and sustainably manage their Village Forests for tangible economic benefits. More than half of WL villages have received VF permits through the GLA 1 intervention. Furthermore, the WL substantially addressed the sustainability risks associated with poor VF governance, subsequent to the community acquiring the permits. This is a significant feat as numerous programmes tend to conclude after VF permits have been obtained. The WL programme also leveraged on the MoMo4C programme⁴. While the WLP focused on enhancing the organizational capacity of the community's Natural Rubber Business Unit (UPPB), MoMo4C concentrated on improving its business capabilities including marketing, business planning and accounting among others.
- In DRC, the GLA 2 worked through training and capacity building, as well as advocacy and lobbying, to enable IPLCs to increase their control and management over large tracts of forest. The WL programme complemented the GLA 2 by directly supporting the IPLCs in the process of legal recognition of the land and forest rights they hold over natural resources.
- In Bolivia, many of the beneficiaries of the WL programme could not distinguish between the activities of the WL and the GLA 2. This is indicative of the synergy between the two programmes. They are part of the same intervention logic that strengthens the results of both programmes. Considerable complementarity is observed between both these programmes in relation to the fire-smart landscape governance sub-programme, where the involvement of the youth belonging to the forest firefighter group and capacity building among them, has been crucial to strengthening society's commitment to the prevention and management of forest fires. This intervention contributes to the WL Programme's objectives with the Municipal Autonomous Governments (GAM) and the community as a whole; which is, in turn relevant to the devolution of responsibilities to local government.
- In Vietnam, the GLA focused on IPLCs with the larger landscape (Central Highlands) while the WL, for practical purposes, concentrated on all ethnic groups in two districts in Dak Lak province. Both programmes contributed to environmental and economic sustainability of IPLC livelihoods, reducing

³ HIAs and CREMAs are local governance structures that make farmers and community representation in decision-making possible

⁴ The MoMo4C programme which is a five-year programme (2019 – 2024) to improve farmers' financial literacy and access to finance

the conversion of forest land by local authorities and businesses and increased the participation of IPLCs, including women and youth in policy decision-making at all levels.

To what extent did the programme align with the objectives of national/subnational government and DGIS policies in relation to climate resilience? (EQ)

Examples of where the WLP complements and coordinates well the with other agency interventions include: the Landscapes and Environmental Agility across the Nation (LEAN) project in Ghana, implemented by Rain Forest Alliance and its partners. This four-year intervention, funded by the EU's flagship GCCA+ initiative, aims to conserve biodiversity, build climate resilience and reduce emissions from land-use changes in the savannah, high forest and transition zones of Ghana while helping local farmers to improve their livelihoods. Another example is the five year, IUCN Netherlands Mobilizing More for Climate (MoMo4C) programme in Indonesia. However, thoroughly assessing external coherence would necessitate more detailed analysis of other development partner engagements, which goes well beyond the scope of the evaluation.

In terms of the WL alignment with national/subnational policies vis-à-vis climate resilience, all the five countries are party to the Paris Agreement and consequently have put in place Nationally Determined Contributions (NDCs), which are essentially an action plan for the countries to achieve climate change mitigation and adaptation targets. The NDCs provide a framework to achieve alignment between all other national climate action efforts, policies and action plans to ensure that countries keep an eye on the various targets and implement the plan at the national level. Based on the implementation of the actions of the NDCs, lessons are drawn and disseminated for improvement. All five focus countries of this evaluation have national/subnational policies and plans to respond to climate change mitigation and adaptation (for details see Annex 7.4).

4.1.3 Effectiveness and Flexibility

This section, analyses the effectiveness and flexibility of the WL programme from the perspective of the extent to which the programme achieved, or is expected to achieve its objectives and its results. Our analysis is based on the following question:

To what extent did WL achieve the planned outputs & outcomes as captured in the ToC/programme proposals in the focal landscapes/country-level? (EQ)

To answer this question, we draw on the Planning, Monitoring, Evaluation and Learning (PMEL) data and evaluation interviews. The WL programme PMEL framework basically deploys the following key performance indicators (KPIs): *1. area with improved climate-smart landscape practices; and 2. number of beneficiaries impacted by improved climate-smart landscape practices*. Each of the KPIs is broken down into sub KPIs to reflect the contextualization of each country and to make it possible to collect context-specific data that respond to the KPIs. Figure 3 illustrates the KPIs pathways to measuring the achievement of quantitative outcomes. Table 4 summaries the WLP KPIs data for the focus countries.

Figure 3 KPIs pathways to measuring the achievement of quantitative outcomes

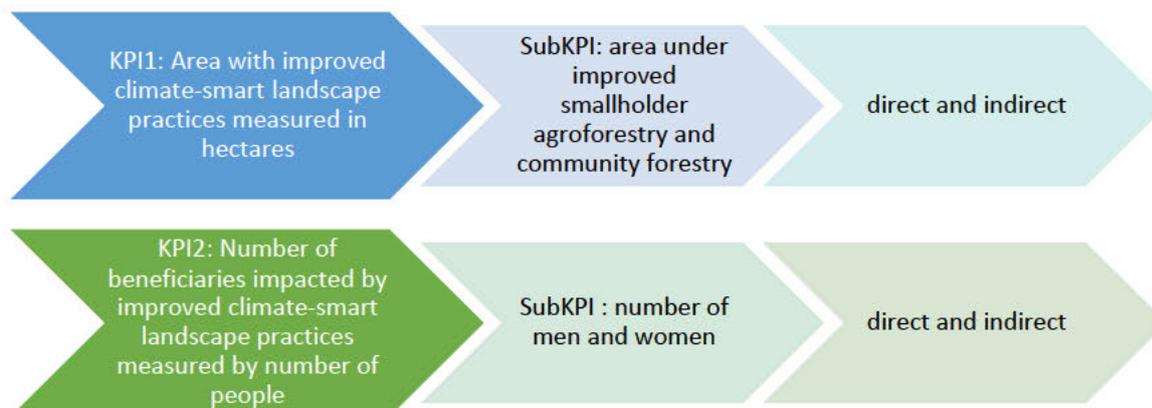


Table 4: Summary of WLP KPIs data for the focus countries

Countries	KPI 1: Area with improved climate-smart landscape practices (Ha)						KPI 2: Number of beneficiaries directly and indirectly impacted by improved climate-smart landscape practices			
	#Ha restored or reforested	#Ha under improved smallholder agroforestry and community forestry	#Ha under improved environmental and social standards	#Ha under improved company commitments	#Ha under local control	#Ha subject to more inclusive governance & participatory planning	#of men & women with improved access to forest & tree resources	#of men & women that adopted climate-smart practices & management	# of men & women who benefitted from inclusion landscape governance initiative	# of men & women included in inclusive business arrangements
Bolivia	N/A	D: 467,523.4 I: 209,624.0	D: 225,274.9 I: 242,281.5	D: 1,541.1 I: 14,336.0	N/A	D: 467,523.4 I: 209,624.0	1,217	1,217	2,934	1,589
DR Congo	N/A	D:431, 222.43 I:60416	N/A	N/A	100	D:321000 I:19000	D:13520 I:997	D:18913 I:53080	D:4396 I:53080	N/A
Ghana	110.5	8559.90	N/A	N/A	N/A	N/A	3445	2509	N/A	581
Indonesia	D:527	D:8748 I:5290	D:66,847	D:29,562	D:8147	D:122,961	D:5420 I:4451	D:520 I:6041	D:256	D:307
Vietnam	D:2800 I:7000	D:700 I:7500	N/A	N/A	N/A	N/A	1425000 ⁵	D:2700 I:15000	N/A	N/A
TOTAL DIRECT	3,437.5Ha	916,753.73Ha	292,121.9Ha	31,103.1Ha	8247Ha	911,484.4Ha	23,602ppl	25,859ppl	7,586ppl	2,477ppl
TOTAL INDIRECT	7,000Ha	282,830Ha	242,281.5Ha	14,336Ha	-	228,624Ha	5,448ppl	74,121ppl	53080ppl	-

Source: compiled from KPIs database

Key: D= direct attribution to the WLP I= Indirect attribution to WLP

Note that the "Not Applicable" (N/A) as registered in Table 4 refers to the inappropriateness of some of the sub indicators in the context of some of the countries and also, not all outcomes were across board because of the validation of assumptions as the implementation progressed. This is not a weakness but an indication of a flexible and adaptative approach in response to the realities of the various country contexts within which the WL programme took place.

Analysis of quantitative and qualitative data indicate that, overall, the WLP has made impressive progress towards the achievement of both the area under improved climate-smart landscape practices. Both in terms of hectares covered and the number of beneficiaries benefiting from improve climate-smart landscape practices. Aggregation of WLP KPI data (Table 4), indicates that, through the implementation of the WL programme in the five focus countries, over 2 million hectares of land have benefited from climate-smart practices, whilst just under 60,000 people have benefited directly from improved climate-smart landscape practices. It is important to note that these figures are aggregated

⁵ Plausible

from the WLP KPI database and are not precise. However, the achievement of the programme, in respect of the quantitative performance is impressive and could even be greater if the four other countries were included in the analysis. Additionally, the potential of higher success rate could also increase by the time the programme is completed in 2023.

Qualitatively, we assess the effectiveness of the programme on the basis of the three programme strategies and focus on harvested outcomes in each strategy as well as themes. We have highlighted progress by selecting examples from different countries, please see Annex 7.4 for further details on outcomes achieved in specific focus countries.

Strategy 1: strengthening the role of forests and trees in the national formulation and implementation of NDCs: outcomes anticipated include: governments improving their NDCs on the basis of multi-stakeholder dialogue; governments revising their NDCs to better incorporate forest and tree; operationalizing the concept of climate-smart landscapes and governments increasing coherence between NDCs and related policies in the land-based sector. We found on the basis of progress reports by the five countries, that in most of the countries, there has been mainly mobilization of multi-stakeholder platforms and dialogues on the NDCs to provide inputs related to community forests and fire management. All propositions advanced by the WL programme are very much in line with the national NDCs and hence the implementation of the various activities respond favourably to the NDC requirements.

For example, in Ghana, TB Ghana mobilized members of KASA Initiative (umbrella body of civil society organizations in NRE) to provide inputs into the revised NDCs under the auspices of the Environmental Protection Agency. TB Ghana collaborated with the Government of Ghana's Environmental Protection Agency (EPA) to organise workshops to disseminate information on actions and targets linked to agriculture and forestry sector and develop monitoring, verification and reporting (MRV) frameworks to six municipal and district assemblies (MDAs) in the JB and SW landscapes. After the workshops, five MDAs integrated NDC targets into their medium-term development plans which should contribute to climate-smart management of over 100,000 ha. benefiting around 50,000 people.

In Indonesia, three propositions were presented to the West Kalimantan provincial government, through which they could contribute to the NDCs. It has supported Ketapang Regency government to support peatland restoration as an effective approach to reducing greenhouse gas emissions from peat fires.

In Bolivia, the Bolivian Institute of Forestry Research (IBIF) has jointly undertaken specific actions, such as the development of a national strategy to reduce deforestation and wildfire risk as well as a Climate Action Plan for Lomerio indigenous territory. Actions which are included in the joint mitigation and adaptation mechanism (JMAM). IBIF significantly contributed to Bolivia's NDC goals and commitments, especially in relation to forest management. It worked with municipal governments and other stakeholders to set up a system to decrease the occurrence and impacts of wildfire and to maintain the area under forest management in the Guarayos landscape and worked with APMT, the entity responsible for NDCs in Bolivia, participating in discussion forums. IBIF also generated evidence which has been used for policy formulation, providing policy support to APMT.

In Upper Srepok River Basin, Viet Nam, TB Viet Nam work with the Dak Lak provincial government to design their climate action plan by identifying areas suitable for restoration and by developing tools to calculate the amount of sequestered carbon. It also worked with local government towards the incorporation of coffee agroforestry in local and national climate action plans and other climate policy frameworks (such as the NDC).

However, there is little evidence to suggest that NDC action plans are being implemented due to lack of financial resources, lack of collaboration with relevant government, private sector and financial institutions and the absence of clear frameworks for the practical implementation of NDCs. In the case of Ghana mentioned above, an assumption was made that other agencies, including CSOs, private sector and smallholder farmers would take up the role of implementing climate smart interventions, specifically those linked to cocoa agroforestry. In reality this did not happen, due to lack of collaboration and financial support. In relation to Bolivia, since the update of NDC in 2022, the Bolivian government has shown little ability to operationalise the implement NDCs, mostly due to political will and lack of

political stability. In Vietnam, currently, there is no clear guidance or requirements for provinces from the Ministry of Natural Resources and Environment (NONRE) on how to develop climate change action plans. In Indonesia, there is reluctance on behalf of the government to support the WLP propositions.

Strategy 2: Implementing policies and practices towards climate-smart landscapes: Outcomes include: smallholders adopting climate-smart practices in agroforestry and sustainable forest management; local people (women in particular) participating more effectively in landscape-level decision-making processes; and private companies integrating smallholders and complying with Environmental and Social Guidelines (ESG) standards and commitments.

Overall, we found that the majority of outcomes achieved by the WLP are linked to Strategy 2 relating to outcomes on the adoption of climate smart practices and to effective participation of local people, particularly women, in landscape level decision-making. Less progress has been made in relation to the outcome: private companies integrating smallholders and complying with Environmental and Social Guidelines (ESG) standards and commitments.

In relation to working with IPLCs to adopt climate smart agroforestry practices and sustainable forest management, for example, in the Guarayos landscape Bolivia, the WLP directly influenced a new law that allows indigenous peoples and local communities (IPLCs) to use low cost environmentally friendly logging methods. Formerly, relatively only costly methods were used which excluded IPLCs. This change in the Forestry Law importantly impacts forest management plans at national level. In the Solano landscape, Colombia, the municipal government has included participatory productive restoration (PPR) in its land use plans, directly due to the WLP. In the Ketapang landscape, Indonesia, the WLP's interventions relating to the restoration of degraded peatlands and improvements of peatland-based agricultural practices has led to the development of a Fire Prevention Masterplan for the Pawan-Kepulu-Pesaguhan Peat Hydrological Units (PHU-PP) which has now been adopted and official designated as the reference for Ketapang District's fire prevention policy, which should, in turn, lead to the implementation of fires prevention strategies in the masterplan.

TB Indonesia has worked with communities in Ketapang Landscape to maintain forest and tree cover and avoid peatland degradation, through participation in the rehabilitation of degraded High Conservation Value Areas (HCVAs) within the Kawasan Ekosistem Esensial (KEE), as well as PT. Kayong Agro Lestari (PT. KAL). Agreements were signed to use corporate social responsibility funds to support community empowerment programs and climate-friendly community agriculture.

TB Ghana has worked successfully with smallholder cocoa men and women to promote adaptive and improved agroforestry. About 2,509 smallholders are applying climate mitigation and adaptation actions on their cocoa farms, including planting shade trees and using organic fertilizer and farmer management natural regeneration is being implemented on over 8000 ha in 16 communities in the landscape there.

There has been progress in relation to the Outcome:effective participation of local people, particularly women, in landscape level decision-making. In Vietnam, the team reported the institutionalization of inclusive restoration dialogues, through the establishment of a permanent multi-stakeholder platform. This platform enabled the identification of restoration priorities, the development of collaborative actions and joint monitoring; as well as the establishment of a climate-smart coffee model⁶.

There has also been some success in contributing to local government agency policies which provide enabling conditions for climate smart landscape initiatives, through multi-stakeholder platforms. For example, in the Guarayos landscape Bolivia, the WLP directly influenced a new law that allows indigenous peoples and local communities (IPLCs) to use low cost environmentally friendly logging methods. Formerly, relatively only costly methods were used which excluded IPLCs. This change in the Forestry Law importantly impacts forest management plans at national level. In the Solano landscape, Colombia, the municipal government has included participatory productive restoration (PPR) in its land use plans, directly due to the WLP. In the Ketapang landscape, Indonesia, the WLP's interventions relating to the restoration of degraded peatlands and improvements of peatland-based

⁶ A landscape coffee-model that is less vulnerable to climate change and which can contribute to restoration of coffee farms currently occupied by unsustainable coffee.

agricultural practices has led to the development of a Fire Prevention Masterplan for the Pawan-Kepulu-Pesaguhan Peat Hydrological Units (PHU-PP) which has now been adopted and official designated as the reference for Ketapang District's fire prevention policy, which should, in turn, lead to the implementation of fires prevention strategies in the masterplan.

In Uganda, the WLP's fire-smart landscape governance programme was extended to Uganda, implemented by Ecological Trends Alliance (ETA). ETA is successfully working collaboratively through a civil society platform with smallholder farmers, civil society organisations, private forest owners, oil, gas and sugar cane plantation companies as well as national park authorities to develop a national wildfire strategy.

In some countries (e.g. Viet Nam) platform establishment took a long time (two years to set up), due to negotiating Memorandum of Understanding (MoUs) with local government departments. However, this is important in relation to sustainability and successful participation, as local government departments are working together and listening to communities and local organisations, such as the Women's Union, which is a mass, party-related organisation.

Progress in relation to the Outcome: private companies integrating smallholders and complying with Environmental and Social Guidelines (ESG) standards and commitments, has been relatively limited and disappointing. Whilst there has been some success in the Ketapang landscape Indonesia, with establishing the KEE-Ketapang HCVA. TB Indonesia's work to implement a jurisdictional village-cluster based zero deforestation model for independent smallholder palm oil producers to become integrated into the palm oil value chain based on sound village-level planning and adoption of good agricultural practices which comply to appropriate standards and ESG performance criteria was dropped, for good reason, in 2020; after it was concluded that a key precondition, i.e. the presence of a local large-scale oil palm plantation that could serve as a guaranteed buyer, was unlikely to be met in time.

Limited progress has been made in the Guarayos landscape in Bolivia in relation to establishing collaborative commercial agreements with third parties (forestry companies, farmers and ranchers) and co-responsibility with Community Forestry Organisations (CFOs) due to difficulties in coordinating with these external actors.

Progress on establishing cooperative incubator organisations that partner with producers and buyers to help implement international social and environmental standards and commitments in the Bafwasende landscape in DRC remains mixed due to the slow process of validating management plans to connect communities with forests operators and micro finance institutions and establish cooperatives.

Strategy 3 Promoting international policies and partnerships that support climate-smart landscapes. Outcomes include international actors incorporating national experiences and evidence on forest and trees in climate-smart landscapes in updated climate commitments and in related new policy frameworks, international partners co-creating innovative approaches supporting the role of forests and trees in climate-smart landscapes and the Dutch public, private and civic actors formulating clear engagement agendas on the role of forests and trees in climate-smart landscapes.

The footprints of this strategy in the countries evaluated were not very visible, except for the exchange of policy ideas and partnerships among the network partners, through the regular network meetings and cross-country thematic teams.

There were limited cases of international-national connections including the work of TBI and TB Ghana with the GCCP secretariat led to the GCCP stating its position on the European Union deforestation Regulation on halting deforestation (EUDR) to the EU Mission in Ghana. TBI and TB Ghana discussed and gave inputs to the (EUDR) in collaboration with the GCCP secretariat and with the VOICE⁷ network which included: a statement with recommendations for the Council and Parliament for a smallholder-inclusive EUDR. TBI partners, in some instances, have also written scientific articles based on their analysis and synthesis of joint landscape experiences and circulated them widely.

⁷ The VOICE network is a global network of NGOs and Trade Unions working on sustainability in cocoa, tackling issues such as poverty, deforestation and child labour. <https://voicenetwork.cc/>

In relation to **Theme 1: National Determined Contributions** Progress towards operationalising the intended outcomes of this theme has, overall, been limited. This limited progress is partly due to NDCs being revised, early on in the programme's life as well as the lack of civic space for CSOs to participate in the revisions process. In 2020, the programme carried out research of Bolivia and Suriname submissions that show that the NDCs do not effectively address factors that increase IPLC's access and use of forests. Thus, it was decided to focus on the local implementation of existing NDCs. The exception to this overall limited progress, is the work of IBIF in Bolivia, which achieved a direct contribution to the NDC revision in relation to recommendations they made on fire prevention and integrated wildfire management. In addition, as already noted in Section 4.1, some progress has also been made in generating greater awareness about NDCs and some contributions to local climate action plans (in Ghana, Viet Nam and Indonesia).

Theme 2: Agro-commodities Good progress has been made in developing and testing climate smart agro-commodity production models with shade coffee agroforestry in Viet Nam, rubber agroforestry and sustainable palm oil in Indonesia; cocoa agroforestry in DR Congo and Ghana and silvicultural and agroforestry practices in Bolivia (Outcome 1). Progress towards producers, companies and governments endorsing measure that halt agro-commodity related deforestation (Outcome 2) and towards national governments, sector associations and international fora supporting and promoting sustainable and climate-smart supply chain (Outcome 3) has been limited, due to the limited interest of companies and governments. With the exception of the successful work done in collaboration with other NGOs on the EUDR (see Section 4.1)

Theme 3: Restoration Progress under this theme has overall been good, in relation to the development of participative restoration models (Outcome 1) and in some countries (Ethiopia and Colombia) in relation to bringing these restorations to scale (Outcome 3). However, facilitating actors to design and apply financial mechanisms (Outcome 2) has been challenging. Although there has been success with the roll out of Village Savings and Loans Associations (VSLAs) in Ghana, which aim to support climate smart agriculture; and in Indonesia with the successful establishment of a collective Payment for Ecosystem Services (PES) scheme, committing to 25 years of support for forest protection, restoration and sustainable livelihoods.

Theme 4: Business and Finance: The operationalisation of Outcomes under this theme has been disappointing across all countries, with limited success in accessing locally appropriate financial instruments to support integrated smallholder forest-farm systems (Outcome 1) and the inclusion of small holder producers and SMEs into agro-commodity value chains (Outcome 2).

From the foregoing, we can conclude that both the quantitative and qualitative assessment of outcomes and targets rate are, overall, moderate, even though 2023 results have not been reported. These results have been made possible owing to a number of internal and external forces that have been discussed extensively in the following Section 4.1.4 on efficiency. They include the technical capacity and the institutional positioning of the Network Partners, complementarity and synergies with similar programmes (GLA 1&2, MoMo4C) implemented by the Network Partners, technical and administrative support from TBI and adequate funding.

In relation to the M&E system, the majority of partners didn't necessarily have an M&E system embedded in their organizational operations, coordinating all MEL functions for all programmes (not just the WL programme). At the global level, TBI had designed a MEL system that accompanied the Working Landscape programme and requested partners to submit relevant data for storing, analysis and interpretation. The TB partners' MEL systems were limited to collecting and reporting data through tools (annual report, KPI report, outcome harvesting report, progress report, network reflection sessions, etc) provided for by TBI. We are of the view that MEL should be institutionalized within the setup of the Network Partners for their own programming and other activities they implement in order to institutionalize learning at their level. The lack of an organizational MEL system makes the partners susceptible to multiple donors or partners programming direction and this can hamper organizational learning and growth.

The COVID-19 pandemic did impact on the programme, as a result of government restrictions on movement and mass assembly, in an attempt to curb the disease. The programme was hampered by

these restrictions, since much of its work involved a multi-stakeholder approach, which entailed bringing people together, as well as conducting workshops and field trips. It did demonstrate excellent flexibility and adaptive management capacity by moving in-person engagements to virtual platforms, supporting communities with Personal Protective Equipment (PPEs) and by keeping to small groups, respecting social distancing norms and appointing local contact persons (champions in Ghana for instance) who accompanied farmers at the local level.

4.1.4 Efficiency

The question of efficiency highlights the extent to which the WLP has delivered anticipated results in an economic and timely way. In our analysis, we focused on efficiency in terms of whether or not the aims of the programme have been achieved on time and whether or not the programme was well managed (operational efficiency)

Were the resources (financial, human, technical support, etc.) strategically allocated to achieve the project outputs and especially outcomes? If not, why? (EQ)

To this end, the Network partners in each of the five focus countries were asked whether the programme resources were spent “on the right things” and whether the resources were “used optimally”. There were almost exclusively positive views expressed by the Network partners that the project has strategically and effectively allocated its financial, technical and human resources and delivered very important quality services and products. However, a few of them indicated some dissatisfaction with disbursement timing, the lengthy inception period, and the fact that limited staff were available for implementation. In the interviews with the Network partners, the following issues were discussed:

- There have been delays at the start of the programme (beginning 2019), due to a lengthy inception period, which ran over a year; because of the time it took to localise the programme’s global ToC, carry out context analysis to establish baselines and due to the COVID-19 pandemic. In fact, in Indonesia, the programme discounts the inception period and states that the programme realistically started in 2021. The same can be said about Ghana, Vietnam, DRC and Bolivia. Despite these challenges, the programme mitigated challenges imposed by COVID-19 in the form of restrictions on movement and prohibition of mass assembly, through working effectively on-line.
- The technical capacity and institutional positioning of the Network partners across the five focus countries proved to be very important. Firstly, the Network partners staff are highly qualified and have many years’ relevant experience working in the WLP sectors and thematic areas. This afforded the programme the benefit of a deeper understanding of the context, the related issues and solutions from elsewhere in the programme. Secondly, all the network partners are strategically positioned and command some authority at the landscape level, thereby breaking down hurdles with respect to administrative and bureaucratic processes that usually characterise government and sub-government structures. For instance, in Bolivia, IBIF’s strong presence in the intervention area allowed them to maintain fruitful coordination with local institutions to achieve important results such as strengthening public institutions. In the landscapes in Ghana, TB Ghana is a well-known and trusted organisation which major government stakeholders are willing to work with. This enabled TB Ghana to get the relevant government agencies to attend WL related workshops and meetings. The same is true for Indonesia, Vietnam and DRC.
- The WLP benefited from the fact that the Network partners had implemented interventions related or intrinsically linked to WLP objectives. This led to synergies and complementarities. For instance, in the DRC, Tropenbos DRC had implemented the GLA programme, which provided training and capacity building services, as well as advocacy and lobbying. This enabled IPLCs to increase their control over large tracts of forest. The LCICE, on the other hand, built the capacity and sensitized judicial actors and IPLCs on the harms of environmental crimes so that the incidence of these crimes have been reduced both inside and outside CFLs. The team in DRC did not need to reinvent the wheel by mobilizing stakeholders (such as the IPLCs and district authorities) for the WL programme because they had already achieved that through the GLA and the LCICE programmes. In Bolivia, there were shared resources (staff, vehicles, office space) among the WL programme and the other programmes thereby reducing the cost of operations without compromising the WL outcomes anticipated. However, in Viet Nam, distribution of the

same staff members across various programmes seems to have created a shortfall in human resources, but the team found a way out by outsourcing some of the WL activities.

- TBI provided good quality technical and administrative support to the implementing partners from TBI as a way of preparing them for the work in the form of gender mainstreaming. The Network partners also received training on Outcome Harvesting, since the WL programme methodology was based on it and since they were required to report on outcomes. The partners also received training on ToC, which then helped the partners to design their own local WL ToCs, taking into account the realities, conditions, stakeholders and the context of the five focus countries. The country programmes also received several useful tools i.e., indicator sets, annual reporting template, gender dimension tools which were all used in the design and implementation of the programme. Finally, each country programme had a technical advisor who provided accompaniment in providing technical assistance to the programme and a gender team that linked-in with the global gender desk.
- On programme financing, all interviewees indicated that the financial resources allocated the programme was adequate and flexible. The country programmes are anchored on individual contracts that describe the scope of work, responsibilities of TBI and the network partners. These contracts also came with financial guidelines which explains the financial controls, what is allowed and what is not allowed to guide financial management. The guidelines indicated that twenty per cent of the budget should be allocated to indirect costs, such as administration and running costs; whereas eighty per cent of the budget goes directly into funding the activities of the programme. The programme funding adheres to best practice of starting with annual budgeting, approval of the budget which some partners indicated usually takes a longer period, disbursement of funds, implementation of activities, reporting and the cycle begins again.

4.1.5 Impact

From the WLPs global ToC, the long-term objective is to achieve climate resilient landscapes with positive economic, social and environmental benefits for stakeholders and final beneficiaries. However, from a final evaluation perspective, we argue that it is too early to gauge this “transformational impact”, since the programme started in 2019 and is expected to end in December 2023. We can define transformational change in relation to the WL landscape approach as: large scale positive impacts that shift and accelerate the trajectory of progress towards the three main Working Landscape pillars: 1. Inclusive landscape governance; 2. Responsible, inclusive business and finance and 3. Inclusive sustainable land use practices. Overall, there are promising indicators of transformative change (see examples below), under Pillar 1: inclusive landscape governance and Pillar 3: inclusive sustainable land use practices. However, there has been limited progress in relation to Pillar 2: responsible inclusive business and finance. A key challenge, related to all these pillars, is scaling up.

Examples of evidence towards progress under Pillar 1: TB Colombia has streamlined the model of PPR and this is now a concept adopted in the political discourse. This has potential to impact the whole of the Colombian Amazon and the Amazon region as a whole. This is an example of where scaling has been successful.

TBI’s partner, PENHA, in Ethiopia’s work on a collaborative dryland restoration strategy which has led to its adoption nationally. The strategy, to be operationalized by local administrations and funded by central government, addresses an identified 54 million ha. in need of restoration. International NGOs including USAID, GIZ and Oxfam have been inspired by this work.

TB Viet Nam’s work with the Provincial Department of Agriculture and Rural Development (DARD) and the department of Environment and Natural Resources (DONRE) on restoration plans and resolving conflicts limiting restoration actions has the scope to impact 1.3 million hectares in Dak Lak province and 1.4 million farmers.

In DRC, the programme supported the IPLCs in securing land and forest rights on an estimated 89,750 ha in the three CFCLs with titles (Barumbi Tshopo, Bapondi and Bafwamogo) limiting the dealings of crooked economic operators in cahoots with local leaders and the elites.

Examples of evidence towards progress under Pillar 3: Work on the EUDR with TB Ghana, TB Indonesia and TB international. This has been a major victory and remarkable achievement in relation

to inclusive sustainable land use management (Pillar 3), both internationally and nationally, as part of a very effective coalition, with other like-minded NGOs as well as effective advocacy organisations – working specifically on cocoa. There is now a regulation in place for traders selling commodities (cocoa, coffee, natural rubber, soy, beef) to EU member states, that should reduce agrocommodity production linked with deforestation.

Work on EUDR in Ghana and Indonesia has led to increased awareness and understanding of EUDR within these countries, through carrying out workshops with stakeholders assessing potential impact of EUDR and highlighting concerns over impact of EUDR on smallholders and local communities and stressing the needs for support measures. A further key outcome of this work has been the Ghana Civil Society Platform (GCCP) and TB Ghana taking more proactive role in the topic. The Ghana Civil Society Platform work is now having biweekly meeting with TB Ghana to develop a coherent cocoa strategy.

There has been success at rolling out sustainable forest management in Bolivia; cocoa agroforestry in Ghana and DRC, coffee agroforestry in Viet Nam and smallholder/ sustainable oil palm in Indonesia. However, there has been limited success with scaling up these interventions regionally or nationally.

Furthermore, the WLP is contributing to some of the conditions that will enable the WLP to have long-term impacts. These include:

- Significant capacity improvement for smallholder farmers, government authorities, traditional authorities, civil society organizations, women and youth.
- Collaborative platforms with government authorities, communities and CSOs/NGOs for joint reflections and strategizing on climate change issues.
- Smallholder farmers have access to productive resources, such as seedlings, financial resources through the establishment of the VSLAs; some IPLCs have gained land rights and tree tenure rights.
- Inputs have been collected from stakeholders to develop more detailed NDCs.
- New policies to regulate the behaviour and practices of the forest stakeholders.
- Creating opportunities for relevant stakeholders, especially those that are disadvantaged by virtue of the social and economic status, to be included in local level decision-making in relation to their livelihoods and their environment.

However, as discussed in Section 4.2.3, a key limitation to successful impact relates to challenges in scaling up.

4.1.6 Sustainability

We interpret sustainability to mean the extent to which the net benefits of the WLP continue, or are likely to continue after the programme ends. We focus on two evaluation questions, looking at which programme-supported tools were institutionalized, or have the potential to be institutionalized and replicated; and more broadly, which contributions are likely to last. We assess sustainability on the basis of three areas related to the capacity of stakeholders to uphold changes and results, technical and financial capacity as well as motivation.

Regarding the sustainability strategy, the WLP itself does not implement an explicit separate exit strategy, hence the call for a phasing -out phase of the programme by some of the Network Partners. The key element of strategy, as perceived by the interviewees (especially government agencies), is about embedding the WLP into the Network partners' and the relevant government agencies' structures; so countries will continue to drive "the climate resilience landscapes" agenda in their own name and with own resources. Whilst their financial capacity is limited and remains a challenge, TBI/MFA is expected to continue to support attracting other funding sources for these countries. Regarding climate-smart forestry skills, the sustainability is expected to be realized through the learning-by-doing approach and the follow-up implementation of action plans developed at country level by the Network partners. From the interviews, there is strong level of agreement that the partners, as well as the countries, have the competency and willingness to sustain the changes initiated by the WL programme. Their financial capacity is rated lower especially for government agencies which are usually under resourced. Some

of the interview respondents mentioned that the lack of financial resources is the root problem facing their countries regarding climate change mitigation and adaptation. One respondent said:

"As for the financial resources, there is still need for strong support as there were a number of gaps that were identified. I have attended several climate change workshops locally and internationally (over four thousand workshops), we have put in place a strong NDC strategy but no budget to implement the plan."

The issues were explored further during the interviews:

- At country level, while funding is important, the interviewees believed that the institutional sustainability lies with TBI and the partners' capability for knowledge management and sharing among stakeholders in the landscape space especially among those actors that have the legal and constitutional mandate in the sector. The programme's contribution on climate-smart skills, knowledge-related tools and experiences was highly valued and it is thought that these will be sustained through the work of local structures. Yet, there was some sustainability concerns related to resource mobilization, capacity and quality staffing of these structures.

Achieving wider impact beyond the one defined in the programme can take various forms. The WL tools with potential for institutionalization and replication were discussed by stakeholders:

- Ghana: The embedding of the climate-smart farming practices in the landscapes districts' Medium Term Development Plan (MTDP), the plan for local development sanctioned by the local government structure, is certainly a game changer and will ensure that climate-smart farming receives budget from the national budget and implemented beyond the lifespan of the WL programme. Also, the champions' strategy, which provides technical accompaniment to farmers, is a good practice to keep the momentum garnered through the implementation of the programme going and the strategy has the potential to be absorbed by the authorities.
- Indonesia: The Kawasan Ekosistem Esensial KEE-Ketapang functioning as a collaborative HCVA management model is widely recognized as best practice and the Kalimantan Environment and Forestry Agency has taken keen interest and showcasing the model to interested parties such as the national government, other provincial governments, academics and NGOs. Again, the Fire-Prevention Masterplan document has been adopted and officially designated as the reference for Ketapang District's fire prevention policy (outlined in the District Head Regulation No. 48/2023. In Simpang Dua sub-landscape, WL Farmer Field School (FFS) content has been adopted into several Junior High School local curriculum to address youth inclusion in agriculture and their environmental awareness. Finally, the Rimba collective agreement will allow funds for continuation of some of the work in one of the sub-landscapes, ensuring sustainability of actions in the next two decades.
- DRC: through the WL programme, local governance structures such as the CFCL Management Committees have been instituted to ensure local ownership of the results achieved so far. Certainly, this committee is a local democratic governance structure that brings together all the forces of each village and this is an essential tool for the continuation and sustainability of the results.
- Bolivia: the mechanisms adopted by forest organizations to obtain the Bolivian National Forest Management (PMI) certification (Comprehensive Management Plan) have been institutionalized and internalized by the community members themselves. It is important to note that stakeholders agree that the two characteristics of the PMI have been institutionalized among beneficiaries namely: (1) commitment to organizations and forest protection and (2) knowledge gained through the training processes provided by the WL programme.
- Vietnam: the practice of collaborative working for joint actions is a good tool. It brings together local authority, CSOs, research institutes and local people to jointly assess existing potential models. This helps in creating information and knowledge for shared understanding and gaining support and trust. Consequently, the local authority and extension agents are then in the position to continue providing further support to local farmers in the future.

- Ethiopia: The National dryland restoration strategy has been put in place with an action plan to be implemented independent of the WL programme. There is indeed a huge prospect for impact realization.

4.1.7 Transversal themes: Gender and Youth

In this section, we analyse the implication of gender and youth in the WL programmes in response to one question:

To what extent have G&Y featured in the implementation of the WL programme? Gender and Youth (G&Y) considerations were important components of the WLP design. Sessions to build capacity to mainstream gender and youth issues were carried out with Network Partners. The process led to establishing G&Y baselines and subsequently developing a G&Y strategy, to accompany their local ToCs. The areas of change planned included: a) access to land and ecosystem services; b) land tenure rights/security; c) participation in decision-making about land and forest use and governance; d) access to production resources, inputs and benefits and e) participation, contribution to, and benefits of climate smart practices. It was observed, however, and as expected given the different contexts, the focus countries implemented different G&Y strategies. A summary of some of the strategies are given below:

- PENHA, Ethiopia, lobbied the Ethiopian Forestry Development (EDF) and the REDD+ programme, who are responsible for developing benefit sharing regulations, to pay explicit attention to women and youth. This contributed to the decision to dedicate a share of the community-level development projects funds to women and youth.
- TB Colombia helped to create the Intercultural Environmental Table (MIAS) which enables communities to oversee the development of esquemas de ordenamiento territorial (EOT) providing guidelines for territorial planning processes for 1.4 million ha. of Resguardos and 160,000 ha of peasant communities in the Solano landscape. They also worked with the Indigenous Traditional Authorities Association to strengthen women's leadership roles. Women, and to some extent youth, are now very much involved in PPR initiatives, taking care of seedlings, nurseries and the restoration plots themselves now part of the structure; as well as in the development of forest and tree-based business initiatives
- Bolivia: Bolivia: IBIF is working with local institutions (e.g. community forest organisations) and landscape actors to incorporate gender perspectives into their interventions. The strategy focused on integrating women into activities that are traditionally led by men. Interview respondents indicated that women are participating more actively in decision-making, becoming part of organizational boards responsible for representation and governance. It was, however, noted that there is still a lot of work to be done to change the traditional roles attributed to women where they are responsible for family, children and partner care. The reality is that many women still feel they need permission from their partners to participate in activities organized by IBIF. In terms of youth involvement, the programme drew the youth in activities related to the community, environment care and forest protection. The relationship of young people with the programme primarily focusses on the fire management component, which is generating hope and opportunities for the youth. The importance of the programme to the youth is expressed in the voice of one of them: *"I am 19 years old, and I started working with IBIF in 2019. I was one of the first participants and I became interested in environmental care. I participated in all the activities and thanks to the programme, I was invited to receive training on climate actions. We reached national spaces as representatives of this region. Thanks to IBIF, I had the opportunity to participate internationally in Egypt, where I took part in the world conference of Youth for the Environment"*.
- Indonesia: TB Indonesia invested in creating a G&Y ToC. However, the G&Y strategy was limited primarily to achieving a minimum participation of 20 – 30% women and youth in programme activities in response to meeting the distinct needs of women and youth. The underpinning assumption of this strategy is that the sheer presence of men, women and youth will enable their different needs to be met. This is a very limited perspective on gender and youth mainstreaming as evidenced by some stakeholders, especially the male respondents, indicating that the participation of women and youth in programme activities is perceived as superficial and artificial. Women and

youth participation took the form of increasing the number of women in programme activities, the emergence of women champions and women farmer groups receiving training.

- DRC: similar, to Bolivia, the G&Y strategy led to the participation of women and youth in programme activities. For instance, women and youth were involved in the governance structures of CFLCs (Concessions of Forest of Local Communities) which are made up of the Community Assembly, the Local Management Committee, the Monitoring and Evaluation committee and the college of elders.
- Ghana: as above, the G&Y strategy was about representation of women and youth in programme activities. In the FGDs for instance, a total of sixty farmers were engaged and about sixty-five per cent of them were women. Women were very vocal in the discussions, which is novel, especially in a rural setting. This is testament to the fact that the programme embarked on sensitization and awareness creation on the issue of gender. The youth were mostly involved through the champions strategy where they act as “extension” agents, providing technical accompaniment to the farmers.
- Vietnam: women and youth were supported through training, provided with adequate information to boost their confidence and create awareness around the gender question. For instance, women received tree seedlings and extension guidance to set up field models; they were also given the opportunity to speak about their demands and interests at landscape policy-making forums.
- Colombia: worked with the Indigenous Traditional Authorities Association to strengthen women’s leadership roles and they are now part of the structure.

The overall findings of the national evaluations is that whilst the G&Y strategy has contributed significantly to improvements in the capacity of women and youth to address their basic needs and to enable these groups to have a voice. There is still a considerable way to go in terms of gender empowerment (enabling women and youth to contribute to decisions that concern them directly) and to transformational change: addressing unequal power relations and seeking to institutional societal change). Progress with engaging with youth and women at the local level has, in some cases, for example Colombia and Ethiopia, been limited due to insecurity. In other cases, such as Suriname, Ethiopia, DR Congo progress is limited because of entrenched traditional perspectives on women and youth, that take substantial time to address, as discussed in the national evaluations (see Annex 7.4) and the MTR. Whilst the gender and youth (G&Y) theme is very important, the extent that it features and has been operationalised varies enormously across countries, with TB Colombia at the fore and with TB Viet Nam initially far behind. Youth are playing a crucial role in raising awareness and engaging in the sustainable management of climate smart landscapes in Bolivia, Colombia and Suriname. Inclusion is also an important theme in Suriname, Bolivia and DR Congo, where the focus is on including people with little power and creating space for them to participate in the development agenda. Gender and youth participation has proven effective in generating positive changes and should remain a priority in future interventions. The focus in Viet Nam and Indonesia has been much more on working with businesses to bring about change and economic independence of local people. In Ghana, the majority of VSLA members are women, however the extent to which this has contributed to the gender and youth overall outcomes appears limited.

4.2 Lead question 2: Strategic Positioning of the Working Landscape Programme

4.2.1 Extent of operationalisation of the landscape approach to achieve its objectives.

This section discusses the extent to which the WLP has operationalised its approach in relation to achieving Outcomes related to its key strategies. Overall, the programme has had substantial success in operationalising the landscape approach in relation to improving national and local conditions for climate smart landscapes (Strategy (S2)); which, in turn, has contributed to local people participating in decision making (Outcome 1) and to smallholders and local communities adopting climate-smart practices in landscapes (Outcome 2). Particularly in relation to agro-commodities (Theme 2), forest and landscape restoration (T3) and, to some extent, in the cross-cutting theme of Gender and Youth (G+Y).

The extent to which the WLP has operationalised the better anchoring of forest and tree-based mitigation and adaptation approaches into National Determined Contributions (NDCs) (S1 and T1), getting international actors to incorporate the sustainable use of forest and trees in climate-smart landscapes in updated climate commitments and related policies (S3) as well as engaging with business

and financial institutions (T4) for scaling up has been more limited. Limited progress with (T4), is linked with the lack of interest and willingness of private companies to integrate smallholders into value chains (O3). The limited ability to include smallholders into agro-commodity value chains and lack of finance to support them, in turn, has meant that upscaling interventions has been challenging.

Strategy 1 (S1): To anchor forest and tree-based mitigation and adaptation approaches into National Determined Contributions (NDCs), which lay down national climate targets and the plans to achieve them. Under S1, progress in relation to strengthening the role of forests and trees in the national formulation and implementation of Nationally Determined Contributions (NDCs)⁸, and intended programme outcomes has been relatively limited. From 2020-2021, the WLP worked to assist governments to pay more attention to forest and tree-based strategies for climate change mitigation and adaptation. In 2022, the emphasis shifted to helping local governments to developing and implementing these strategies. There have been some key successes such as the work of IBIF in Bolivia which significantly contributed to Bolivia's NDC goals and commitments in relation to forest management, as mentioned in Section 4.1.3. Progress on this approach has been limited due to the absence of practical local climate action plans, limited budgets and the absence of clear framework for related laws and regulations (see Section 4.1.3). These efforts help local government to develop and implement strategies and approaches that contribute to NDC ambitions and provide mitigation and adaptation models that can potentially be adopted in other landscapes.

Progress has been made in incorporating relevant plans and targets into local and national NDCs, linking landscape level activities to the NDCs, generating greater awareness of the relevance of NDCs from the WLP programme, as well as supporting sub-national authorities in the development of climate action plans at the jurisdictional level. However, in some countries (e.g. Bolivia, Suriname, Viet Nam), the NDC framework and its operationalisation are still at an early stage which limits opportunities under this theme. Ordinances and regulations are still in draft form and are not operational. Furthermore, some country NDCs (e.g. Bolivia and Suriname), are too superficial to meaningfully address factors that increase IPLC's access and forest use. Also, whilst some local government climate action plans have incorporated measures to support climate-smart landscape approaches, finance to implement and enforce these plans and regulations have yet to be incorporated into local or national government budget, leading to weak implementation and enforcement. So the climate change policy environment across and between local governments tend still to be relatively weak.

Strategy 2 (S2): Implementing policies and practices towards climate-smart landscapes. As discussed in Section 4.1, and as the national evaluation (Annex 7.4) make clear, some of the most significant operationalisation of the WL approach by the WLP has been brought about under S2 in relation to the outcome: *Smallholders adopt climate-smart practices in agroforestry and sustainable forest management*. Overall, there has been substantial success in relation to efforts to get smallholder farmers to adopt participatory climate-smart practices in agroforestry in sustainable forest management. However, in some landscapes, uptake of climate-smart agroforestry practices has been relatively slow, due to limited market connections for farm products in some landscapes (e.g. Suriname and Viet Nam), relatively long term gains (e.g. Viet Nam) and due to the inappropriate nature of the agroforestry system being introduced (e.g. Suriname and DRC). For example, in the Upper Suriname River landscape, Suriname, uptake of agroforestry interventions has been relatively slow and limited to a handful of farmers. This may well be because the interventions being introduced are not appropriate to the social and economic constraints that smallholder farmers commonly face, including labour shortages and the fact that some farmers dedicate relatively few working hours to the activity because they do not produce fully commercially. It appears that the agroforestry intervention being introduced in the Upper River Suriname River landscape requires substantial labour inputs, as leguminous trees need to be regularly cut for mulching. In the Bafwasende landscape DRC, an assumption was made that farmers would

⁸ NDCs are specific climate commitments and action plans that countries submit to the United Nations Framework Convention on Climate Change (UNFCCC). They are self-determined pledges made by countries to reduce greenhouse gas emissions and mitigate and adapt to the impacts of climate change. The 2015 Paris Agreement requires all parties to submit revised NDCs every five years.

want to work together on communal agroforestry farms when, in reality, they wanted to introduce cocoa agroforestry interventions in their individual farms. The programme then realised this and changed strategy to work with individual farmer.

Outcome: Local people – women in particular - participate more effectively in landscape-level decision-making processes. This outcome was extensively addressed (in the form of an assumption in the MTR). Significant success has been made in bringing people, especially IPLCs as well as migrants and settlers on board, particularly in relation to establishing multi-stakeholder platforms in Colombia, Ethiopia, Ghana, Viet Nam, Indonesia and Uganda. These successes were achieved despite some extremely difficult circumstances, such as in Ethiopia, in face of the civil war there. Examples are provided in Section 4.17 above, for other examples please see the National Evaluation reports (Annex 7.3).

Overall, the evidence indicates that there has been substantial success in ensuring that gender and youth are able to voice their needs and concerns, which are listened to and addressed in the context WL programme. However, in relation to women and youth, the strategy has been less successful at addressing higher level ambitions of empowerment and addressing unequal power relations (see Section 4.1.7 above for further details).

Outcome: Private companies better integrate smallholders and comply with Environmental, Social and Governance (ESG) standards and commitments Progress under this outcome has been mixed, limited and challenging (See Section 4.1.7).

Strategy 3: Promoting international policies and partnerships. Progress on the intended outcome of S3, that international actors incorporate the sustainable use of forest and trees in climate-smart landscapes in updated climate commitments and related policies has had some key successes, but overall progress has been limited, as discussed in Section 4.17).

A key success of TB International, TB Indonesia and TB Ghana has been working on the European Union deforestation Regulation on halting deforestation (EUDR) to reflect on the potential impacts, feasibility and support measures needs to ensure the regulation is smallholder inclusive and more effective. TB Ghana worked with members of the Ghana Civil-society Cocoa Platform (GCCP) secretariat to convene a meeting to discuss and analyse the draft (EUDR) this activity contributed to working towards smallholder farmers being better taken into consideration. However, apart from this success with the EUDR, there has been limited progress in translating lessons into international policy processes related to climate and landscape governance.

At the international level, the WLP has also stimulated excellent South-South learning, using a step by step approach to learning and engagement between TB partners. So that TB partners have formed communities of practice and worked together on issues. For example TB Colombia has streamlined the model of PPR and this is now a concept adopted in the political discourse - which has potential to impact the whole of the Colombian Amazon and the Amazon region as a whole. TB partners have worked together with TB Vietnam on gender and there has been cross learning in Ghana on voluntary savings and loans associations (VSLAs) and CREMAs.

4.2.2 WLP's contribution to transforming political and economic systems that drive unsustainable land use.

Progress in relation to transformational change is discussed in Section 4.1.5 above.

Under what conditions has the WL approach and locally owned solutions been most effective at transforming political and economic systems that drive unsustainable land use? What are the opportunities and limitations of this WL) approach?

As we've seen from above there are some key areas of progress being made towards transforming political and economic systems that drive unsustainable land use. These enabling conditions, which provide opportunities to effectively scale interventions and transform political and economic systems that drive unsustainable land use are:

- Presence of supportive academic and government institutions with whom TBI and partners have worked to build trust and firm relationship with over many years.

- Effective coalitions around common issues (e.g. the Voice Network and the Ghana Civil Society Platform over EUDR and wild fire management in Bolivia and Uganda).
- Supportive and coherent government policies and legal frameworks for climate change and related sectors, including agriculture, land tenure, fire prevention and water management.
- Presence of supportive donor/state/private funding.
- The recognition of the challenges brought about by climate change and the appetite to look for solutions hence the cooperation from stakeholders. For instance in Ghana, cocoa farmers at the landscape have been devastated by “suffering” cocoa farms due to climate change and are very open to innovative solutions
- The impartial and apolitical reputation of TBI and TB partners which allows for coordination without hindrance due to opposing political ideologies.

In relation to the WLP pathways of change, there are substantial opportunities related the key pathways of inclusive landscape governance and sustainable land use.

Extent to which the programme provides stakeholders with tools to achieve systemic change (High)

The WLP has been very effective in relation to knowledge management, it is a clear added value of all of the Tropenbos partners which bridges the gap in debates between insights into science and learnings from the field. Furthermore, there is a lot of productive cross fertilisation of knowledge between partners and other institutions that TB partners work with in their respective countries. Tropenbos produces excellent quality articles and thought pieces on the lessons learnt from the WLP. Whilst these articles require considerable investments in terms of time and often take a long time to produce, they have a long and useful shelf life.

The four themes, NDCs (T1); Agro Commodities (T2); Restoration (T3) and Business and finance (T4), were designed to bring focus and coherence to the national ToCs, and to establish ‘linking and learning’ relationships between landscape activities and international activities. Initially, these linking and learning relationships were relatively weak. Most of the effort came from the TBI and TB Ghana. However, the Fire-smart subprogramme has provided a strong and excellent linking and learning relationship between participating TB partner countries. For example, a workshop organised by TBI and hosted by Tropenbos Indonesia provided an excellent opportunity for the participating TB partners from Bolivia, Uganda, Ghana, Ethiopia and the Netherlands to share and reflect on their learning and recognise similarities and differences in contexts and approaches.

A key tool that was used effectively by some partners (including TB Indonesia) and during the Mid Term Review (MTR) is the regular questioning of WLP assumptions. Outcome harvesting and the use of Miro boards is seen by TB and partners as a good way to focus on changes and on what they are actually achieving. However, there are problems with formulation and the need for substantiation; that change actually happens. One key weakness is that TB staff often appear to be modest and that in reality there are more outcomes which are not reported.

4.2.3 WLP’s Contribution to addressing the political economy of resource use in forested tropical landscapes

This section discusses some key challenges to scaling up the WLP. The extent to which the WLP has managed to create impact to date is discussed in Section 4.1.5 above. As pointed out in that Section 4.1.5 and elsewhere in this evaluation, key highlighted challenges to scaling up are: firstly, limited overall progress in relation to strengthening the role of forests in NDC formulation and implementation. Secondly, the lack of willingness and interest of businesses and financial institutions to engage with the WL programme to support scaling up. Thirdly, conflicting priorities and interests of governments. In order to overcome these scaling up challenges, there is a need to revisit some of the underlying assumptions of the WLP ToC relating to business, finance and NDCs that have, on the whole, not held true. This reflection, it is suggested, will contribute to a better understanding of the challenges and to the development of more effective scaling up strategies.

Firstly, in relation to business and finance, there is a need to question the assumption made by the WLP that “Climate smart landscapes will be achieved once large-scale companies adopt sustainability standards and commitments, as well as innovative business models and financing mechanisms for integrated landscape management...”. There is also a need to reconsider and revisit underlying assumptions⁹ linked to this assumption, that can potentially limit this approach including:

- Businesses and financial institutions will meaningfully support investment in long term climate smart landscape interventions. When, in reality, the over-riding interest of agribusinesses and large financial institutions, such as HSBC, Bank of America and JP Morgan, is short-term profit. They therefore have limited interest in engaging across sectors in negotiation processes over long timeframes to enhance equity and sustainability for smallholder farmers. The focus on short-term profits leads agribusinesses to aggressively market agrochemicals to smallholder farmers, which, in turn, undermines smallholder farmers’ agroecological and climate smart farming systems. There is substantial evidence that many large financial institutions continue to provide billions of dollars for the expansion of global south-based industrial agriculture activities, rather than investing in smallholder farmers.¹⁰
- Lack of agribusiness and financial institution policies support of sustainable smallholder agriculture (agroecology).
- Businesses (and financial institutions that back them) will meaningfully support sustainable land use policy actions. When there is evidence that points to the contrary e.g. lobbying against regulation.
- Self-regulation works and that voluntary, industry-led market-oriented mechanisms work will effectively address biodiversity loss and drivers of unsustainable development. When in reality there is evidence that voluntary, market led mechanisms don’t necessarily work.
- Sustainability standards and commitments of large-scale companies are effective. When this may not be the case.
- Firms are acting together on mechanisms to address biodiversity loss. When instead they are acting independently to develop their own tools and platforms. Which can be used to promote weak rules and attempt to pre-empt public regulation.
- Businesses do not lobby against regulation and other forms of policy action. When there is evidence that they do.
- Businesses understand that decisions that result in ecosystem change should be shaped by those who are most directly affected by those decisions¹¹. When in reality institutions and businesses often have narrow views on who makes decisions about environmentally harmful activities and have failed to create pathways for rights holders, grassroots organisations of CSOs to participate.
- Involving big business will stimulate a just and green transition. When in reality, research across social sciences indicates that wealthy actors act in their own best interest to gain control over decision-making, key institutions and assets and use them to influence political processes to their benefit

⁹ Drawn from Irvine-Borque, A. and J. Dempsey. 2023. *Op.cit* and the Action Aid report:

<https://actionaid.org/sites/default/files/publications/How%20The%20Finance%20Flows%20Full%20Report.pdf> ,

¹⁰ Such banks support big agricultural giants like Bayer (which acquired Monsanto in 2016) and Cargill. The Dutch banking sector plays a disproportionate role in financing agribusiness in the Global South. Rabobank has provided US\$10 billion in financing since 2016 and ING group a further US\$7.8 billion. A survey carried out by ActionAid

<https://actionaid.org/sites/default/files/publications/How%20The%20Finance%20Flows%20Full%20Report.pdf> , found that none of the banks it surveyed have policies limiting the financing of industrial agriculture or favouring agroecology. The harms caused by the agrochemicals sector also go unaddressed by bank policies. No bank recognises or seeks to reduce the climate harm resulting from the production and application of fossil fuel based nitrogen fertilisers by industrial agriculture corporations.

- That environmental regulation must be consented to by finance and corporations, when there is evidence that powerful private finance institutions shape what can and can't happen in relation to biodiversity conservation and sustainable natural resource management.

Secondly, key underlying assumptions related to the Strategy on NDCs are:

- NDCs are realistic and practical; coherent with other policies and have clear framework at national, regional and local levels. When in reality findings from this evaluation indicate that this is not the case.
- Key activities relating to forest restoration are included in NDCs
- Local level action plans with budgets are in place
- Political will to implement NDCs is present
- Other relevant agencies will take up the role of implementing actions

Thirdly, assumptions relating to the incoherent and conflicting priorities and interests of governments:

- Governments in the Global South and North will choose to invest in sustainable opportunities for the development of smallholder agroecology and community forestry rather than continuing to invest in agro-industries, through subsidies, overseas development assistance (ODA), state owned industries and banks. Whilst there is great potential for Global South and Global North governments to support IPLCs and smallholder farmers through the adoption and implementation of effective land-based policies and programmes, in reality, in some cases governments choose to pursue the bottom line¹². Many governments continue to channel the majority of public funds to industrial agriculture through agrochemical subsidies, including artificial nitrogen fertiliser (which is one of the four main emission sources of the Agriculture, Forestry and other land use (AFOLU) sector¹³; and official development assistance (ODA).¹⁴ Some of the WLP landscapes are 'forest frontier' landscape, where there is a mix of IPLCs as well as communities of migrants and settler farmers and miners all competing for natural resources. In some of these areas (for example Bolivia) government policies work against the landscape approach by incentivising migrants to relocate to these areas.
- Secure land and tree tenure for IPLCs is a priority for Global South governments. When the scaling up of land and tree tenure security initiatives for IPLCs in some TB countries is not a priority.
- Decisions by policy makers are not influenced by other factors such as opportunities for political and economic gain and pressures from powerful actors. When they often are.

4.2.4 Extent to which the WL programme and its partners succeeded in broadening and extending their strategies and partnerships to address fundamental drivers of unsustainable land use

Overall, as Section 4.1.2. makes clear there is excellent complementarity between the WL programme and other climate change mitigation and adaptation programmes such as the Green Livelihoods Alliance (GLA 1&2)) and Mobilizing More for Climate (MoMo4C) in Ghana, GLA and the Fight against Impunity for Environmental Crimes (LCICE) in DRC, GLA in Bolivia, GLA, MoMo4C, Village Forest (VF) programme and Kalimantan Forest (KaLFor) in Indonesia and GLA in Vietnam. TBI and TB partners

¹² e.g. the "race to the bottom", the process by which governments compete for corporations to stay within their jurisdictions by improving conditions for business, including lower tax rates and less environmental regulations and as a result of this competition, environmental and economic standards for corporations to become increasingly weaker

¹³ IPCC (2022) Climate Change 2022: Mitigation of Climate Change. Working Group III contribution to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change, https://www.ipcc.ch/report/ar6/wg3/downloads/report/IPCC_AR6_WGIII_FullReport.pdf , p.750. Terrestrial ecosystems (including agricultural land) absorb carbon, so the "net" total emissions from AFOLU is lower than the headline 13-21% figure, although precisely how much lower is difficult to calculate.

¹⁴ <https://actionaid.org/sites/default/files/publications/How%20The%20Finance%20Flows%20Full%20Report.pdf>

have worked effectively to develop synergies between these interventions and which aim to address fundamental drivers of unsustainable land use.

The WLP has also made excellent progress towards extending its strategies and partnerships, as illustrated by the three examples given below:

Ethiopia: Inclusive approach to developing a national dryland restoration strategy. This provides a novel and inclusive approach, where participants from local, regional and national levels shared a common objective to draw up a strategy to restore the drylands of Ethiopia. Ethiopian drylands occupy 70% of the country, much of which is degraded. Despite very challenging times over the past few years, due to the violent conflict in the Tigray Region, locust swarms, drought and Covid-19, the TB partner, PENHA, successfully played the role of “honest broker”. PENHA facilitated the process of developing and finalising the strategy, in collaboration with CIFOR-ICRAF and supported by the Ethiopian Ministry of Agriculture and the Ethiopian Forestry Development (EFD) Institute. The process involved community level consultations with smallholder farmers and pastoralists, women’s and youth groups, as well as the Abo Gereb (“fathers of the tree”), traditional leaders from Tigray and Afar regions. A series of workshops were held bringing together national and regional government and non-government institutions and research institutions. The regional governments of Afar, Oromia and Somalia have approved the strategies and other regions will follow suit. They will be responsible for implementation. This same strategy has now been adopted by the EFD to develop a new strategy for humid forests and is revising the National Forest Law to emphasise community rights and economic empowerment. Furthermore, the approach has inspired other NGOs, including USAID, GIZ and Oxfam to adopt similar approaches for their dryland programmes.

Through the Fire-Smart Landscape Governance programme, the TI network has successfully worked to reduce wildlife risks and impacts in Indonesia, Bolivia, Ethiopia, Ghana and Uganda, while promoting cross-country learning on landscape approaches for fire management. TB International and TB partners attended the session on ‘Fire-smart landscapes as a promising approach for effective adaptation and Mitigation’ during the Global Landscape Forum Climate: Frontiers of Change in November 2022 in Sharm El Sheik. This event, organised by TBI and IBIF, provided an opportunity to share and learn from practical integrated fire management and fire risk reduction experiences in the tropics from around the world. It provided a forum for the Fire-smart programme to showcase its strategy of working with multiple stakeholders to link local fire management plans to national policies and regulations, as well as to NDCs.

TBI and TB partners’ work with the VOICE network has succeeded in broadening and extending the WL programme in relation to its work on the EUDR. The collaboration with other NGOs on the EUDR led to a statement with recommendations for the Council and Parliament for a smallholder-inclusive EUDR (see Section 4.1.3).

5 Conclusions and Learning

5.1 Conclusions

Overall, in relation to the following the OECD-DAC criteria of relevance, coherence, effectiveness and flexibility, efficiency, impact, sustainability and gender and youth involvement; the findings of this evaluation indicates that the programme rates favourably with the evaluation criteria, as indicated below. However, there are also some areas that need improvement, as discussed in the recommendation and learning section of this report.

Relevance (High) The findings have highlighted the relevance of the aims and programme implementation of the WLP with national priorities, constituents’ needs and the global programme. There is, however, the need to foster closer collaborations, especially with duty-bearers, to enhance implementation of the programme beyond its lifespan.

Coherence (High) There is good internal coherence and strong synergies with the WLP and with other TBI/TB Network Partners programme especially MoMo4C and the GLA. The programmes consistency with international norms and standards is high, primarily because of TBI’s role in setting the latter and applying them in the delivery of its interventions. In terms of external coherence, we found that some

opportunities for collaboration exist and should be looked into in order to avoid duplication of efforts and beneficiary fatigue. Efforts must also be directed at ensuring policy coherence within the space, especially on the side of national agencies.

Effectiveness and flexibility (Medium) Subsequent to the implementation of the WLP, large expanse of hectares has seen direct improvement in climate-smart landscape practices resulting in several thousands of people being directly impacted by improved landscape climate-smart practices. The quantitative performance (targets) of the programme is impressive and could even be greater if the four excluded (from this evaluation) countries are included and upon the completion of the programme by close of 2023. The outcomes performance in relation to implementing policies and practices towards climate smart practices (S2) in relation to smallholders adopting climate smart practices and, to some extent, IPLCs participating in landscape level decision-making processes is highly commendable. With the exception of the outcome relating to private companies better integrating smallholders into their supply chains. Progress in relation to strengthening the role of forests and trees in the national formulation of NDCs (S1) and stimulating South-South learning and policy innovation to encourage the incorporation of sustainable use of forest trees in climate smart landscape (S3) has been moderate.

Efficiency (High) Several of the elements that were assessed to measure the extent to which the programme was efficient were rated positive. This holds true for the political, technical, and administrative support that the programme received from its stakeholders. We found efficiency drivers included: the technical expertise of Network Partners; the institutional positioning of Network Partners; the leveraging and synergies drawn from other interventions; and the flexibility and adequacy of funding. The allocation of financial resources largely adhered to best practice of 80/20 rule in terms of direct and indirect expenditures. However, long distances to programme communities or landscapes in some cases, a lengthy inception phase (1 year) and the deployment of lean teams somewhat hampered implementation efficiency.

Impact (Medium) The long-term objective of the WLP is to promote transformational change towards climate-smart landscapes in the forest tropics, to help achieve climate goals as defined in the Paris Agreement, while contributing to the Sustainable Development Goals. The vehicle to achieve this overarching goal includes: more sustainable land-use practices by small-scale and large producers of agricultural and forestry products and inclusive landscapes governance and responsible business and finance, leading to effective implementation of social and environmental standards and commitments. While it is too early to make pronouncements on the transformational change towards climate-smart landscapes, the findings suggest that some of the conditions necessary for the latter to materialize have been met, including climate-smart practices, inclusive decision-making at landscape level, contributions towards Nationally Determined Contributions, capacity improvement among stakeholders, contributions to restoration/reforestation efforts and many more. However, limited progress has been made in scaling up these interventions, which in turn is due to the lack of willingness to the private sector, financial institutions and to some extent governments to engage and support scaling up.

Sustainability (Medium) We found the WLP to be socially and institutionally sustainable owing to the ownership and recognition given to the solution provided by the WLP vis-à-vis climate change and the institutional uptake, albeit slow, of duty-bearers. We also found that some WLP tools have been embedded in state actors' processes such as learning and collaborative platforms, WLP climate-smart strategies included in local governments' programming are all sustainability measures. However, the findings also suggest that the programme, in its current form, is financially not sustainable. External agents are still required to "bankroll" WLP activities. As mentioned above, this is due largely due to the limited ability, to date, to leverage private sector and financial institutions to support scaling up. But it is also, in part, as a result of the lack of an exit strategy.

Gender and Youth (Medium) Gender and Youth were seen to be very important components of the WLP as evidenced by the creation of a cross-partner G&Y teams to oversee the implementation of the G&Y aspects, the use of gender segregated KPIs for reporting purposes, and a the use of a G&Y mainstreaming strategy. While in some countries, efforts were made to bring women and the youth to the table to actively take part in decisions that affect their lives at the landscape level, the findings suggest that largely, the G&Y inclusion was limited to encouraging the participation of more women in the activities of the WLP. We are of the view that gender mainstreaming goes beyond equal numbers

(male and female) to tackle cultural and traditional practices that have created the marginalization of women in all spheres of life, especially in the contexts where the WLP is implemented.

5.2 Learning

In this section, we highlight the main lessons learned from the evaluation. Please refer to the five country reports (Annex 7.3 for country-specific lessons)

Learning 1

Leveraging internal and external partnerships, coalitions and collaborations facilitates access to key resources (expertise, competence, solutions and physical resources) that enhances programme design and implementation.

The implementation of the WLP brought together technical organisations, social partners, policy and regulatory authorities, beneficiary groups, CSOs/NGOs and the private sector. These partnerships are essential to the added-value of programmes and help to avoid duplication of efforts and reduction in financial investments in the sector. For instance, partnerships and collaborations with the right and relevant parties will make use of each partner's strengths and areas of expertise so that TB partners, as a knowledge generation organization can support others with its wealth of knowledge to respond to landscape needs as against TBI trying to do all.

Furthermore, finding coalitions and partnerships of like-minded organisation is key to the successful roll out of WL interventions, as these are an efficient and effective way to work and to scale up. So it is important to continue to strive to find these effective coalitions and partnerships. For example, work on the EUDR, managed to successfully make local to global connections and connections with like-minded organisations in Europe (such as FERN etc). TB also learned through this work that it does not need to do the scaling alone, others are better equipped to do lobby and advocacy work. But in some cases, collaboration is easier said than done, because of competition over funding with other NGOs, especially in the coffee and cocoa sector (e.g. Netherland Development Organisation (SNV) and the Sustainable Trade Initiative (IDH) are working in the coffee sector in Viet Nam, but are very protective of their space). Furthermore, some organisations appear to siding more with companies and less with smallholder farmers.

The landscape approach has brought together stakeholders that would not previously have had a voice at the table, because of their social and economic status. This has enabled the WLP to capture the real issues happening at the landscape level and this must be continued. With multi-stakeholder collaboration, it is important to consider political dimensions: power inequalities, ownership and access to political resources, unequal distribution of outcomes and pay attention to the displacement and containment of political arguments and conflicts. It is important to continue to invest in building the capacities of the less powerful and vulnerable populations on leadership, governance and negotiation skills for them to be able to play their role effectively at the landscape level in order to avoid them "rubber stamping" decisions from above.

Learning 2

Continue to build on WLPs excellent, high quality knowledge management work to generate and disseminate sector-specific knowledge products to key stakeholders to engender cross-learning and create regional communities of practice to embed knowledge regionally.

In the course of the implementation of the WLP, a series of capacity improvement interventions have taken place; leading to the generation of very important sector-specific knowledge. We think that the experiences gathered through the programme should be used to develop knowledge products which could then be strategically disseminated to relevant actors, such as government agencies, CSOs/NGOs and other important actors in the sector. This will engender cross-learning among partners and with other key stakeholders.

Other learnings on knowledge management are:

- Use a stepwise approach: from local to regional to national or vice versa.

- Understand that the international level is not the ‘holy grail’ and that the assumption that TBI can feed directly into the international arena is less viable. It is often more effective to feed into national and regional agreements first (e.g. in the case of the Amazon initiative).
- Focus on internal learning, linking common themes amongst partner organisations
- Realise that multi stakeholder platforms are effective forums for joint learning and a soft way of working in relation to advocacy.
- Work with local and regional research and academic institutions as it helps to increase understanding of young/new experts and professionals and provides a good exit strategy/good for sustainability
- Continually question assumptions and be cognisant that policies are not only based on reliable and relevant information, they are often influenced by other factors e.g. opportunities for political and economic gain and pressures from powerful actors
- Link research to specific questions of policy makers and present them in a way to assist them to make quick but informed decisions.
- Share information to all stakeholder and work to link information to lobby and advocacy efforts.
- Build on the impressive work of TB partners in Colombia on Productive Participative Restoration (PPR) and IBIF in Bolivia supporting IPLCs that recognises the value of local knowledge and the politics of knowledge, that prioritises scientific knowledge over local knowledge.

Learning 3

Revisit assumptions relating to NDCs to understand limited progress and develop a way forward

In relation to NDCs, progress in relation to strengthening the role of forests in NDC formulation and implementation has been relatively limited and disappointing. The assumption was that strengthening the role of forest in NDC formulation and implementation would be an effective scaling mechanism. However, reflecting on the WLP progress to date, there are clear examples that indicate that the above underlying assumptions have, on the whole, not held true, which helps to explain why S1 has not been as effective as hoped in scaling.

Learning 4

Strategic collaboration with national/subnational structures is key to success

National/sub-national bodies in Africa and Latin America are usually under resourced and under-capacity. The WLP embedded capacity enhancement components in its activities and this proved to be a success criterion.

Learning 5

Continue to build on the WLP’s good work relating to Gender and Youth Inclusion

The findings of the national evaluations and the overall synthesis is that whilst the G&Y strategy has contributed significantly to improvements in the capacity of women and youth to address their basic needs and to enable these groups to have a voice. There is still a considerable way to go in terms of gender empowerment (enabling women and youth to contribute to decisions that concern them directly) and to transformational change: addressing unequal power relations and seeking to institutional societal change). Progress with engaging with youth and women at the local level has, in some cases, for example Colombia and Ethiopia, been limited due to insecurity. In other cases, such as Suriname, Ethiopia, DR Congo progress is limited because of entrenched traditional perspectives on women and youth, that take substantial time to address, as discussed in the national evaluations (see Annex 7.3) and the MTR.

Learning 6

Continue to recognise the challenges and tensions between the direct, short-term needs of key beneficiaries and the WL programme’s longer-term objectives

In terms of climate change mitigation and adaptation and biodiversity conservation. For example, the MTR points out that in DR Congo, where the government does not provide basic social services to the people living in the focus landscape, local people expected the WL programme to fill this gap. In Ghana, smallholder farmers are appealing for free tree seedlings for them to plant, after receiving training on the benefits of interplanting trees with cocoa. This raises questions, such as: does the programme need to better communicate its long-term objectives with intended beneficiaries, or does it require a change in strategy? Should the WLP be handing out tree seedlings or should it be focusing more on strengthening NDCs with local and national governments (see Recommendation 6) and with other organisations that are already doing this (Recommendation 5)? Such questions need to be addressed in the development of the exit strategy.

Learning 7

A key challenge to working with local and national governments on the roll out of WLP interventions is policy-driven institutional incoherence. However, facilitating local coalitions for change that build on shared interests with more powerful groups) can work effectively and lead to collective action to solve a common problems.

This fragmentation of responsibilities makes collective action in pursuit of a common goal hard to achieve.¹⁵ However, facilitating local coalitions for change that build on shared interests with more powerful groups (including private sector and/or national and regional governments) can work effectively and lead to collective action to solve a common problems. For example, in the case of wildfire management in Uganda and Bolivia and PPR in Colombia. It is also clear that where there is strong centralising authority coordination (e.g. Ethiopia and Viet Nam) sometimes better collaborative problem solving can happen (e.g. the successful adoption of the national drylands strategy). A lesson learnt through the WL Fire Programme in Bolivia, Colombia and Ethiopia is that working with governments at national level is important as they can provide important frameworks which then provide an enabling environment for local governments to implement environmental change at local level. Equally important is working at the local level with IPLCs to protect indigenous rights and address the needs of marginalised communities.

Learning 8

Engaging and working with the private sector on landscape programmes is challenging. There is a need to revisit assumptions to develop a more effective scaling up strategy

Increasingly the governance landscape has become more multi-layered, complicated, constantly shifting, a patchwork of crisscrossing domestic regulation, international programmes, financing schemes, market signals, private voluntary initiatives and NGO pressures. Some would argue that it is increasingly coming to reflect the narrative and interests of business (rather than smallholders). There is a spotlight on smallholder farmers that is sometimes negative: causing deforestation, forest degradation, unsustainable agriculture and livelihoods. The private sector marginalises ideas of transformative reform e.g. food sovereignty and agroecology.

Private companies are largely governed in the interests of shareholders who pursue short term financial gains. Such companies are often linked to the expansion of tropical deforestation in Latin America, SE Asia and Africa. Such companies also use their power to secure a political institutional context that is favourable to expanding intensive production. So economic elites gain increasing control over important networks and assets, and use these to influence political and rule making processes which further entrench their control - thus corporate and financial regulation.

Learning 9

There is a need to develop a clear exit strategy to support WLP sustainability impact

¹⁵ Booth 2012

6. Recommendations

The overall recommendation for TBI, TB partners and DGIS, we can make is to extend the programme for all WLP countries, to really consolidate the gains made so far and to develop a clear exit strategy.

Recommendation 1: Strengthen local theories of change to address scaling up challenges	
Related to findings	Relevance, coherence
Addressee	WL programme Network Partners
Resource implication	medium

It was observed that a number of the results and targets depended on other stakeholders. The implementation of the programme has revealed that some pathways, specifically in relation to engaging business and finance in scaling up, were overly ambitious and hence the activities and results there could not be achieved. It is important to reorganize the ToC to reflect the “discovered” realities of the assumptions and underlying assumptions made.

Recommendation 2: Streamline and disseminate knowledge products strategically	
Related to findings	Sustainability
Addressee	TBI/WL programme Network Partners
Resource implication	medium

The WL programme has generated a wealth of knowledge through the various strategies implemented by the Network Partners. We recommend that TBI and partners continue to build on their existing knowledge management strengths by translating selected knowledge generated into products and tools that can be shared with other stakeholders, thoughtfully considering the pathways¹⁶ through which knowledge can be best promoted to have the most impact. For example, lessons learned by IBIF can be shared with Oxfam Bolivia and in areas where there is poor and intermittent internet, hard copies of knowledge resources may be the most useful form to share.

Recommendation 3: Focus, share and apply more on learnings regarding inequities, gender equality as well as conflict analysis and resolution	
Related to findings	Efficiency, Gender
Addressee	WL programme Management Team
Resource implication	medium

It is recommended that the TBI and TB partners reflect on how to address and reconfigure power to strengthen power and voice of local communities (as opposed to business and governments), analyse and resolve conflicts over natural resources and decentralise ownership over community assets. Focus more on advancing gender and indigenous justice by addressing fundamental inequities (relating to rural women and indigenous peoples in particular) such as those relating to:

- agrarian reform: land and tree tenure security,
- as well as on food sovereignty, agroecology and
- ensuring that everyone has the right to honest, accurate information and open and democratic decision-making.
- scaling local actions up to national and international levels then down again; building those bridges through commitments, relationships, legislations, regulations etc.

TBI and TB partners share a commitment to working towards gender equality as part of the wider just transition process towards a sustainable future. The evaluation has highlighted the ways in which the WL programme has addressed gender issues, it is also evident that countries have implemented different strategies. However, it is also evident that the challenges persist and that these are heightened when combined with other forms of discrimination related to class, migration status and religion.

¹⁶ Including: capacities to absorb and use new knowledge; whether there are stronger intermediary organisations better able to make existing knowledge more accessible to users; stronger formal and informal networks and trust

Recommendation 4: Build on TBI's and TB partners' excellent role as facilitators in multi-stakeholder platforms.

Related to findings	LQ 2 findings
Addressee	WL programme Management Team and TB partners
Resource implication	Medium

TBI's and TB partners' excellent, productive and effective role as facilitators in multi-stakeholder platforms engaging with diverse stakeholders, including marginalised groups like women, youth, indigenous people, and migrants to bring about more collective action should be expanded and continued with the aim of bringing about transformative change, through discourse.¹⁷

Recommendation 5: Be more proactive in embracing collaboration and discourse to tackle shared challenges.

Related to findings	LQ 2 findings
Addressee	WL programme Management Team and TB partners
Resource implication	Medium

TBI and TB partners should continue to seek collaboration with like-minded organizations to strengthen these platforms, such as with the World Agroforestry Centre and ICRAF as well as regional and national organisations to collectively tackle common challenges. For instance, in Ghana, greater engagement of farmers in NDCs is essential, and in Indonesia, collaboration on peatland issues with organizations like Wetlands International is crucial.

Recommendation 6 : For effective scaling put more focus on NDCs

Related to findings	LQ 2 findings
Addressee	WL programme Management Team and TB partners
Resource implication	Medium

It is recommended that, going forward, TBI and partners focus more on developing strategies to work on strengthening the role of forests and trees in the national formulation and implementation of NDCs and working towards the S1 outcomes: 1) Governments improve their NDCs based on multi-stakeholder dialogue; 2) Governments revise their NDCs to better incorporate forest and trees, operationalising the concept of climate smart landscapes; 3) Governments increase coherence between NDCs and related policies in the land based sector. A key area to focus on is in relation to policy coherence and alignment in policy frameworks to reduce deforestation and provide incentives for subnational governments to work with IPLCs and other stakeholders (including conservation actors, funders as well as private companies) to promote an approach that strengthens and reinforces communities' ownership, control and sustainable management of their lands, including maintaining standing forest and encouraging agroforestry interventions for smallholder farmers. It is suggested that a useful starting point might be a review examples of successful interventions that may provide inspiration for further developing strategies for TB partner countries. For example:

- Continue building on and drawing lessons from the clear and growing evidence of the successful sustainable forest management linked with community forest management and secure community tenure within TB partner countries, particularly in Latin America as well as DRC and beyond by working with governments to give legal rights to communities to sustainably manage forests lands, through passing local and national laws.
- India's National Agroforestry Policy, which aims to increase tree cover (national goal 33%), meet growing timber demand, improve farmer livelihoods and tackle climate change by scaling agroforestry. The policy directs investment into research, extension services, and capacity

¹⁷ By discourse here we mean: debate that involves honest engagement and critical questioning, non adversarial and must be free of coercion and self interests.

building as well as promoting agroforestry for renewable energy. It also provides incentives to farmers and improved market access for agroforestry products.¹⁸

- Indigenous knowledge of the agroforestry smallholder farmers of Dan Saga in southern Niger, which became known as Farmer Managed Natural Regeneration (FMNR) and the smallholder agroforestry cocoa farmers of Cameroon, where farmers typically plant or conserve 25 other tree species among their cocoa¹⁹.

Recommendation 7: Work with Overseas Development Assistance donors to ensure greater aid coherence and to ensure that grants and development finance do not continue to support multinational corporations based in the Global North and undermine climate solutions in the Global South

Related to findings	LQ 2 findings
Addressee	WL programme Management Team and DGIS
Resource implication	Medium

A recent analysis by Action Aid found that Dutch ODA's rationale of "aid for trade" hindered agroecology and resulted in focusing on market access and productivity, that often goes together with monoculture cash crops and mechanisation. Only four percent of projects funded agroecosystem transformations (such as recycling, resilience, synergies, and biodiversity). Similar figures were found for UK and Danish ODA²⁰. It is therefore recommended that TBI and DGIS work together to ensure that grants and development finance do not continue to support multinational corporations based in the Global North and undermine climate solutions in the Global South. Furthermore, Internationally (TBI and DGIS) could do more to work with governments to shift global climate finance to invest in natural infrastructure – forests, wetlands, peatlands, mangroves and other critical ecosystems – these are grossly undercapitalised²¹ and overlooked, despite its critical role in sustainable climate and enabling development.

Recommendation 8: Improve project cycle management capacity of partners, including local MEL systems

Related to findings	Relevance, efficiency
Addressee	TBI/WL programme Network Partners
Resource implication	medium

The evaluation revealed that the Network Partners are very competent and have expertise in forestry and its related themes and this is an asset that was useful in addressing the needs and challenges underpinning the WL programme. However, project cycle management (PCM) skills were seen to be limited and this gap affected the efficiency of the programme. We recommend the institutionalization of MEL into the structure of the Network Partners and emphasizes PME; the PCM will enable them to better understand the relationships between planning, monitoring & evaluation. It was observed that the Network Partners were limited in terms of the Monitoring Evaluation and Learning (MEL) framework since they all depend on TBI's Project Monitoring, Evaluation and Learning (PMEL) system and basically provided data for that system. MEL system cannot be "isolated" from the organization. We therefore recommend that the partners endeavour to institutionalize MEL system into their operations, overseeing all projects and programmes. This will facilitate institutional learning.

Recommendation 9: Improve alignment between MFA funded projects/programmes on the part of Dutch embassies.

Related to findings	Coherence, Effectiveness
Addressee	DGIS, TBI/WL programme Network Partners
Resource implication	medium

¹⁸ <https://www.foreststreesagroforestry.org/news-article/impact-story-india-for-the-first-time-budgets-us-150-million-for-agroforestry/>

¹⁹ Jagoret, P. et al. 2011. Long term Dynamics of Cocoa Agroforests: A Case Study in Central Cameroon. Agroforestry Systems.

²⁰ <https://actionaid.org/sites/default/files/publications/How%20The%20Finance%20Flows%20Full%20Report.pdf>

²¹ New Climate Economy 2018. Unlocking the Inclusive Growth Story of the 21st Century: Accelerating Climate Action in Urgent Times.

We found that most countries that the national evaluators visited, the Dutch embassies were not particularly integrated into the programme, except in relation to embassy sponsored events. We recommend increased involvement of Dutch embassies, particularly in relation to overcoming the challenges of engaging with the private sector and financial institutions.

7. Annexes

7.1 Terms of reference

7.2 Evaluation workplan

7.3 Country evaluations

7.3.1 Bolivia

7.3.2 DRC

7.3.3 Ghana

7.3.4 Indonesia

7.3.5 Viet Nam

7.4 List of interviewees for LQ2