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# Executive Summary

## Project context and description

The ReSupply project aims to engage private sector actors producing forest risk commodities (such as cocoa and sugar) operating in tropical forest-rich countries to adopt forest landscape restoration (FLR) measures in their supply chains. The project has three outputs, which aim to equip landscape actors (government and private sector) in Ghana, Tanzania, and Peru with capacity and knowledge to carry out FLR interventions; to support the three partner companies to apply FLR approaches in their supply chains; and to mobilise and

Overall, performance regarding progress against plans is assessed as “satisfactory”. While

- When allocating responsibilities for project management, ensure that senior staff have sufficient time to undertake assigned tasks and are not unduly overburdened with multiple projects. While overloading programme management staff may have a short-term be

# Abbreviations and Acronyms

| | |
|---|---|
| AFR100 | African Forest Landscape Restoration Initiative |
| BBP | Business and Biodiversity Programme (IUCN) – now part of the IUCN Enterprise and Investment Team |
| BC | |

farming, food crops farming, and rubber farming are the main economic activities. Cocoa has huge importance within the Ghanaian economy and plays a central role in livelihoods of farmers in Wassa Amenfi landscape. OFI is a leading agri-business company that operates in 49 countries worldwide. In Ghana, OFI operates across 6 different product categories, but has a principle focus on cocoa. Within the landscape, OFI has purchasing clerks who buy from farmers within the landscape and who provide support to farmers with regard to improving cocoa productivity and sustainability. This is supported by a detailed information system, operating at farm and farm-household level with data on a range of variables relating to sustainability.

- Sugar supply chain, working with Kilombero Sugar Company Ltd in the Kilombero Valley landscape, Tanzania.

# 2. Evaluation purpose, scope and methods

## 2.1 Objectives

The ReSupply project is nearing its completion and IUCN has commissioned a final evaluation for the purpose of assessing the results of the intervention over its life. The findings and recommendations of this final evaluation are intended to help inform future decisions such as whether to pursue additional interventions, to scale up existing ones, or to replicate this project elsewhere. In addition, it is anticipated that the evaluation should also help identify key lessons learned that can be used for the planning and implementing future interventions.

The specific objectives of the final evaluation are defined in the TORs as follows:

1. To assess the relevance of supporting companies to develop a suite of FLR actions in their supply chains. It will assess the relevance of the stakeholders targeted by the intervention and of the methodologies and approaches implemented, including ROAM.
2.

changes together with an assessment of assumptions that drive change up the result chain. A model, presented in Annex 2, presents a simplified revised theory of change for the main change processes and anticipated outcomes (namely Outputs 1 and 2). This model is based on the actor-based approach to theory of change developed by John Mayne[1], and seeks to understand how and why change happens within complex development projects and, critically, whether a contribution to any change can be attributed to specific interventions. The model takes account of the TOC developed by the project in the M&E strategy

## 2.5 Quality of evidence

Quality of evidence was assessed using a simple tool that was developed for this purpose for the mid-term review and included in the evaluation inception report. Evidence collected from all sources was subjected to a simple scoring around four key criteria – notably, its appropriateness, its reliability, its precision or accuracy, and its contribution. Simple questions were prepared against which these criteria are assessed. A four-level scoring is applied (moderate, satisfactory, good and excellent) which is used to generate an overall score, expressed as a percentage. At the end of each section, where a performance score is provided, an accompanying quality of evidence assessment is also provided using the following scores. A short narrative is provided to substantiate the performance and quality of evidence scores.

| Score | Criteria |
|---|---|
| | Excellent quality of evidence. Scores between 90 – 100%. |
| | Good quality of evidence. Scores between 80-90% |
| | |

# 3. Findings

## 3.1 Relevance

### 3.1.1 Relevance of project for private sector needs

The ReSupply project was designed and developed with a specific focus on ways to influence private sector actors to engage in landscape restoration

services), and livelihoods dependent on these ecosystem services for their well-being and livelihoods. Through a participatory approach, problems beyond the immediate control of companies can be discussed and joint solutions found. By engaging with national and local governments, regulatory, enforcement and policy challenges can also be addressed – factors which continue to impact heavily on private sector (and farmer production patterns).

### 3.1.2 Relevance of project for government agencies

central position within the ROAM process and critically to engage them in the early stages of the assessment itself. Furthermore, it aims to link these efforts directly to the national commitments made at government level.

### 3.1.3 Relevance of project for local communities

All three companies, to a varying degree, depend on small-scale farmers as producers of their specific commodity and as part of their supply chain. In Ghana and Peru, all cocoa production purchased by OFI and ECOM originate from small-holder production, while in Tanzania, around 45% of the raw sugar cane comes from out-growers in the vicinity of the sugar cane grown on the KSC estate (and this figure is set to rise given the expansion of operations announced in 2021). The rationale for this project is that by investing in sustainable small-holder production, buyers will not only meet their own sustainability objectives, but they will strengthen the resilience and productivity of local farmers, delivering long term dev

## 3.2 Effectiveness

### 3.2.1 Progress against plans

The Project M&E Plan lists a series of output indicators and milestones, which the project was expected to reach at the end of its life (and in some cases, after a given number of months after project start-up). These milestones are presented in Table 1, and a short statement is given regarding whether they have been achieved. In column 3 under each indicator, a traffic light system is used to show whether indicators are fully met or exceeded (green), partially met (orange) or not met (red)

| Output I: *Local landscape actors, governments and the three partner companies are equipped with technical information, capacity, and shared priorities to carry out FLR interventions that are creating multiple environmental, social and economic benefits in 3 project landscapes* | | |
|---|---|---|
| Indicator I.1: Number of landscapes with completed ROAM assessments with quantified climate, biodiversity, and local sustainable development benefits | | |
| *Baseline (start of Project* | *Target Value (15 months from start date* | *Actual value (15 months from start date)* |
| 0 | 3 Landscapes | Target met: ROAM assessments were completed for Peru by September 2021, Tanzania by May 2021 and Ghana by February 2022 |
| Indicator I.2: Key landscape stakeholder groups are engaged in ROAM process | | |

Output 3:

*Global private sector players are mobilized and engaged on upscaling FLR action on the ground and disseminating information to key global private sector platforms*

The project has clearly experienced delays but much of these are due to the unavoidable impacts of the COVID-19 pandemic as well as changing staff and plans of private sector partners. A no-cost extension was provided to provide additional time for the project to reach end-of-project milestones.

The most substantial delays appear to have occurred in producing and sharing draft and final business cases, with private sector partners. A further barrier to implementation was caused by changing plans within KSC in Tanzania. After completing their planned expansion, they were unwilling to share the environmental impact assessment (EIA), which under Tanzanian law should be a public document. Given the scale of the expansion on the ecology, water and communities in the Kilombero Valley, it was impossible to complete the business case without a full understanding of these impacts. As a result, the Tanzania business case could not be completed by the end of the project.

### 3.2.2 Summary

Overall, performance regarding progress against plans is assessed as "satisfactory". While three targets were fully achieved (or exceeded) by the end of project, delays in the production and sharing of business cases meant that four targets were only partially met. Quality of evidence is moderate, due to the lack of rigorous and robust milestone reporting at project level. As such, data and evidence had to be sourced as part of this evaluation, rather than independently verified from project reports.

### 3.2.3 Progress against outputs

The following section reviews implementation progress against each of the three project outputs.

Output 1 of the project is defined as: "*Local landscape actors, governments and private sector companies are equipped with technical information, capacity, and shared priorities to carry out FLR interventions that are creating multi f58ially met*

- Changes in personnel within ECOM meant that those who had originally negotiated the project with IUCN had left by the time the project was fully operational and new agreements had to be brokered. Access to ECOM data took time due to concerns over disclosure and confidentiality.
- Divergence in opinions regarding the process to be followed. There were differing views around the nature of the process being carried out – in the spectrum between greening a supply chain of farmers producing for the company – and the wider need for a more integrated landscape-level assessment. This delayed the launch of activities.
- Finally, into this already complex situation, a very extreme COVID-19 lock-down was introduced which all but stopped any kind of travel within the project area. Meetings and travel were highly restricted and alternative approaches had to be sought to facilitate engagement and consultation.

Despite these significant challenges, ICRAF was able to work through local extension workers and the lead-farmer structure that ECOM had developed. During late 2020 and the first half of 2021, a significant effort was made to gather relevant data across a range of sites and thematic priorities. Much of the data collected was gathered from secondary sources including published and grey literature, although virtual consultations and interviews were conducted with local resource persons and used to supplement secondary data. Despite strong interest from farmers, some scepticism emerged regarding the benefits of agroforestry and intercropping. Furthermore, much of the cocoa traded by ECOM in the project landscape is produced for low grade cocoa butter and cocoa powder, where markets tend not to be segmented and open to price premiums.

Virtual validation workshops were held with key stakeholders to solicit input and provide feedback. A draft RAOM report was produced and submitted to IUCN in September 2021[4], which identified three models or options for restoration within the context of the cocoa supply chain with the aim of restoring soil fertility, increasing productivity and improving biodiversity. The three models identified were:

- Enrichment of full-sun cocoa systems
- Planting of timber trees within cocoa and along farm boundaries
- Cocoa associated with mixed tree species for multiple benefits

The mitigation potential of each of the three models is presented as carbon-neutrality has been a major objective of ECOM across its supply chain in line with its corporate commitments to Net Zero by 2050. A business case, packaging and presenting these interventions, together with expected benefits, costs and returns (financial as well as social and environmental) was completed in May 2023 and shared with ECOM for validation and feedback. ECOM participated in the Global Landscape Forum event relating to finance and investment in 2022 and benefitted greatly from discussions with peer companies. There is interest in moving ahead with the proposed actions outlined in the business case, but this would require some form of cost-sharing approach, in partnership with IUCN (or similar partner) and a recognition that external financing would be needed, together with company-led investment.

Ghana

In Ghana, mobilisation of project activities took place relatively rapidly (in contrast to Peru where new agreements had to be brokered with ICRAF). This meant that training and

[4] ICRAF, IUCN. 2021. Integration of the forest landscape restoration approach in the cocoa supply chain in the northern Peruvian Amazon. Forest

orientation of actors took place before COVID-19 restrictions came into force. An inception meeting was then held in September 2019 to kick-start engagement with local actors. As an output to the inception workshop a series of 'support groups' were identified to facilitate key tasks such as mapping, collection of social data, communication and development of FLR interventions. 17 FLR 'champions' were identified from the local community who would ensure that information flowed between farmers and ROAM facilitators. Following these initial activities, a 'champions meeting' was organised in January 2021 at which local

A ROAM report was produced in May 2021

Some delays have been experienced however in reaching this output for a number of reasons. Firstly, delays in completing the business case (which in turn were caused by delays in finalising the ROAM documents and gathering additional data needed) have meant that by the end of June 2023 only one private sector partner, ECOM, have seen and discussed the final set of recommendations in the business cases covering specific recommendations on the costs and benefits of selected FLR interventions.

Secondly, while considerable effort has been invested in the development of the BC canvas in line with the information needed by private sector partners, work is still needed to work with companies to support internal communication (or "pitching") to senior managers regarding the specific proposals developed. While this has started to happen with ECOM, more work is needed with OFI and KSC (assuming bottlenecks with the EIA can be overcome).

Output 3 is defined as "*Global private sector players are mobilized and engaged on up-scaling FLR action on the ground and disseminating information to key global private sector platforms*"

Output 3 was included within the ReSupply project as a means to amplify and up-scale the findings of actions within the three landscapes (under Outputs 1 and 2). This, it was proposed, would take place through the creation of a community of practice (CoP) of interested companies who could learn from and adapt the knowledge products being developed by the project into their own plans and budgets.

Initially, plans for engaging global private sector players revolved around a small group of interested companies (who had had previous interactions with IUCN on FLR within private sector supply chains), but for a number of reasons this plan did not materialize. A second model emerged in 2019 following discussions with the Global Agribusiness Alliance (GAA) which is part of the World Business Council for Sustainable Development (WBCSD). GAA

Country-level field activities are supervised overall by IUCN Gland through the project manager. Regular (weekly or fortnightly) calls between the project manager and individual country teams were maintained over the project which meant that overall co-ordination between the field and HQ was strong. An initial inception meeting, held in Washington DC in May 2019 was seen by many as a useful opportunity to bring together project staff at different levels and to develop a common vision and understanding of the project. It became apparent at this meeting the mismatch between the overall vision and goal of the project and the level of understanding and capacity at country level for engaging with, and supporting, private sector involvement in FLR.

The capacity to use different tools and processes meant that there was a difference in roles and responsibilities between IUCN field staff, Washington DC and Gland offices. Whilst much of the analysis and synthesis of knowledge took place outside the context of country offices the teams ran differing processes to engage local stakeholders – although at times online

involved and consulted in the development of the plan and provided useful inputs into various draft versions developed. Responsibilities for implementing the M&E were allocated to project staff. The strategy contains tools, templates and data capture forms to track and capture key outcome level indicators and milestones within the results framework. Given that many of the indicators and milestones were only planned to be achieved at the end of the project, some of the tools provide useful instruments for assessing progress towards these targets during project implementation. For example, the tools include useful methods for tracking changes regarding knowledge uptake and stakeholder engagement (including

What are prospects for private sector actors supporting FLR investments in the future, following the completion of the project? The simplified theory of change developed as part of this review for Outputs 1 and 2 (See Annex 2) which built upon a number of learnings developed by the project[11], suggests that fo4(g) the future

*: Where investments generate both public and private benefits, opportunities for blended (public and private) finance and PPPs can be secured*

Assessment: Likely to be true. On land owned and managed by out-growers, where benefits accrue to both the company and the farmer (in addition to any wider beneficiaries as a result of riverine forest restoration), the three partner companies are unlikely to invest additional capital in this work alone, beyond the support currently provided by their own extension and outreach staff. However, of the two companies who are still engaged with IUCN by the end of the project, both expressed an interest in exploring financing options some form of public-private partnership, using cost sharing through blended finance seems the most likely outcome likely to lead to implementation. Projects such as the UK's Partnership for Forests (P4F), Green Climate Fund, Global Environment Facility and Forest Investment Programme may offer opportunities in this regard.

| | | | |
|---|---|---|---|
| Supplies | 2,000 | 428.42 | 21% |
| Office costs | 3,150 | 6,570.24 | 209% |
| External services (consultants) | 279,132 | 297,595.30 | 107% |
| Printing and communications | 12,200.00 | 295.17 | 2% |
| Events | 81,984.00 | 81,053.54 | 99% |
| Travel and accommodation | 160,460.00 | 78,766.66 | 49% |

that project managers have sufficient time to be able to focus on project activities (and are not overwhelmed by competing demands) will be important in future, if such delays are to be avoided.

#### 3.4.1

justifications expressed through a comprehensive business case. The project has generated important learning around what necessary conditions, or pre-conditions are needed for private sector actors to change behaviour and invest in FLR interventions. While a well-researched and written business case is needed, additional considerations are needed – including an action plan, a financing plan (which could include externally sourced funds for

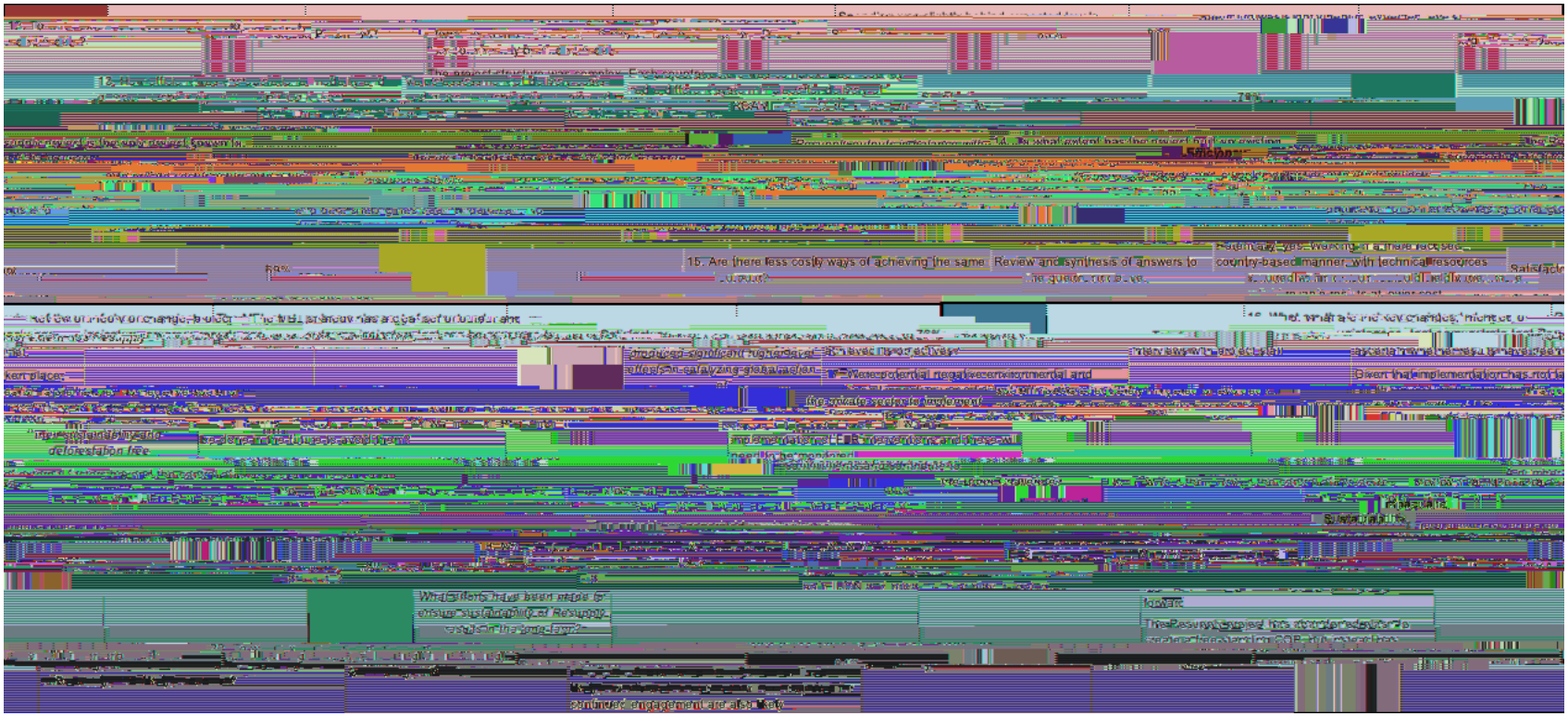
# 6. Recommendations

The project formally came to an end on June 30th 2023. As such, there is no scope for any recommendations aimed at this phase of the ReSupply project. Instead, more general recommendations primarily focus on what will be needed to ensure that the investments made to date by IUCN are translated into actions on the ground and real investments from the private sector.

A key recommendation is for IUCN to secure some form of additional financing (either from IKI or from other sources) with which to continue support to the FLR process. A concept note has been submitted to the government of Germany and is currently under consideration. This evaluation suggests that key aspects of support needed will include:

- Communication of the business cases to all key staff within the three partner companies (assuming the current bottleneck with KSC can be overcome)
  Support to contact persons within the three companies to "pitch" and communicate

# Annexes


15. Are there less costly ways of achieving the same
Review and synthesis of answers to
country-based manner, with technical resources

## Annex 2: Theory of change for Outputs 1 and 2

## Annex 3: List of persons consulted

| Name | Institution |
|---|---|
| Leander Raes | IUCN (Washington DC) |
| Florian Reinhard | IUCN (Gland) |
| Chris Buss | IUCN (Gland) |
| Pauline Buffle | IUCN (Gland) |
| Saadia Bobtoya Owusu-Amofah | IUCN (Ghana) |
| Dorcas Owusuaa Agyei | IUCN (Ghana) |
| Doyi Mazenzele | IUCN (Tanzania) |
| Martin Reyes | ICRAF Peru |
| Megan Harrington | Kilombero Sugar Company |
| Andrew Cochrane | Illovo |
| Kennedy Ntoso | Olam / OFI |
| Camila Olmedo | Sustainability and management liaison |
| Eleanor Moore | University of Newcastle (UK) |
| Helen Ding | World Resources Institute – FOLU Coalition |

## Annex 4: List of documents reviewed in this evaluation

ReS