ReSupply Project - Restoration in supply chains from zero net deforestation to net positive action

Final Evaluation

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Table of contents

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 engage other global private sector players to undertake similar actions elsewhere.

The ReSupply project is funded by the German Ministry of Environment through its International Climate Initiative (IKI). Funding was provided from January 2019 for a three-year period, but provided with two no-cost extensions of six and twelve months, taking it up to the end of June 2023.

Evaluation aims and methods

A final evaluation has been commissioned by IUCN to assess overall progress and inform the design of future programming. Specifically, the evaluation:

1. assesses the **relevance** of supporting companies to develop a suite of FLR actions in their supply chains. It assesses the relevance of the stakeholders targeted by the intervention and of the methodologies and approaches implemented, including the Restoration Opportunities Assessment Methodology (ROAM).
2. assesses the **effectiveness** of the ReSupply project at achieving its objectives and provide clear insights about what has and has not worked and why. It also highlights how the COVID-19 pandemic has affected the project and how the project adapted to this situation.
3. assesses the **efficiency** of the interventions in terms of value for money of the delivery of the ReSupply outputs.
4. assesses the **sustainability and impact** of the ReSupply process and provide some indication about the positive and negative, intended and unintended changes that resulted from its interventions and the probability for these changes to be sustainable.
5. identifies **lessons** and provides a set of actionable **recommendations** that can inform future decision-making on whether to improve, pursue, scale up or replicate similar projects elsewhere.

Findings

Relevance

Overall, relevance is scored as "strong achievement" (green), given the ongoing relevance to different stakeholders – but in particular, private sector actors who have not, until recently, been fully engaged in landscape restoration processes, but who are becoming increasingly aware of the need to minimise risks to their supply chains through Nature-based Solutions. The project helps fill a knowledge gap with regards to how private sector actors operating in forest-rich landscapes can be engaged and recruited to support landscape restoration work – and importantly some 'real-world' examples to draw upon.

Effectiveness

Overall, performance regarding progress against plans is assessed as "satisfactory". While three output targets were fully achieved (or exceeded) by the end of project, four targets were only partially met by the end of the project. COVID-16 resulted in delays across all three countries with regard to the production of the ROAMs, but changing priorities, as well as key staff within the private sector partners also resulted in delays to implementation. A no-cost extension was agreed with the donor to provide additional time for the project to reach its milestones and targets.

Output 1 has been met. ROAMs were conducted in all three landscapes, and efforts were made to engage a wide range of actors across the landscape, including local and national governments, community groups as well as private sector actors. Output 2 has also been met, when the question of "applying FLR approaches" is taken to mean the broader process of engaging with a diverse groups of stakeholders and undergoing a participatory as well as evidence-based process of developing FLR interventions. Output 3 was not achieved as originally planned due to the challenges of establishing a free-standing community of practice through GAA. Instead, it has adopted an adaptive and more flexible approach, and chosen to work through a range of existing channels, platforms and forums. The production of the business guide has been well received, is well timed in terms of meeting a widespread need and fed into a range of useful international processes. As a result of these findings, overall performance at output level has been scored as "Strong achievement".

The overall assessment of project implementation and support arrangements is scored as "satisfactory". Despite the constraints caused by COVID-19, ROAM assessments were carried out in all three countries and large amounts of relevant data compiled with which to inform the business case development process. A good cross-section of stakeholders were consulted in all three countries. However, complex implementation and support structures and limited in-country capacity have meant that progress has been slower than originally anticipated. There have been limited opportunities for feedback and validation of proposals developed during the ROAMs and Business Cases to stakeholders consulted which may have limited overall effectiveness.

The overall performance score for monitoring and evaluation is "unsatisfactory with some positive elements". The MEL strategy and plan developed by IUCN headquarter was well presented and clear in terms of providing guidance and tools for project staff. Furthermore, useful learning exercises were facilitated around some key areas of relevance to the project by the IUCN MEL team. However, other than the learning events which were well received, the MEL strategy was not implemented consistently in large part due to staff being over-burdened with other project management responsibilities. As a result, there is very limited evidence with which to track progress against key milestones and indicators.

Impact

It has not been possible to assess impacts given the short-term nature of this project. Project outcomes are expressed in terms of implementation and action by private sector partners as a result of their engagement in the three landscapes (outcome indicator 1) and as a result of their participation in the community of practice (outcome indicator 2). With the benefit of hindsight, these indicators were too ambitious and not possible to achieve within this first phase of work. By the end of the 18 month, no-cost extension, business cases were prepared for all three sites, but only shared with Peru. Communications with Tanzania have stalled due to non-disclosure of the EIA for the KSC expansion area. Implementation of the business cases has yet to take place, in large part due to questions over financing, which was not foreseen in the original project design. While there has been significant engagement with global private sector actors, there is no evidence to suggest that this has been translated

into them showing "high level support and the allocation of resources to unlock FLR implementation". As such, performance has been assessed as "unsatisfactory with some positive elements".

Overall, efficiency has been scored as "satisfactory". Financial management has been good overall with spending in line with plans. A 12-month no-cost extension meant that slow rates of spending (caused by COVID-19 and other factors) could be more efficiently used. The bulk of expenditures have been used in staffing costs as per original plan. Supervision and support have been high – covering 63% of total expenditures, which underlines the need for support that was required from regional and international offices.

Lessons Learned

Three core lessons are presented in this report which have emerged as important learnings from the project. They are discussed in more detail in the body of the report. Lessons are presented on:

- Corporate engagement – which requires time, new skills and changes in approach
- Adapting and evolving the ROAM framework to the needs of the private sector
- Understanding what it takes to change private sector behaviour and the particular need for support with finance and communication

Recommendations

A key recommendation is for IUCN to secure some form of additional financing (either from the German government or from other sources) with which to:

- Finalise the business cases and tailor them to the specific needs of individual companies
- Help contact persons within the three companies "pitch" and communicate the BC recommendations to their respective boards, senior managers and finance teams
- Develop practical action plans for all three companies with regard to the implementation of FLR recommendations in the business cases and where needed additional areas of external technical support from IUCN
- Help companies identify and pursue new sources of financing including public private partnerships
- Undertake feedback sessions in-country with stakeholders consulted (particularly those outside the private sector partners) and identifying opportunities for additional financing to support wider landscape interventions
- Publish and communicate key learning points regarding engaging with the private sector on FLR – including initial discussions, planning, data needs and sharing, communication and moving into implementation

Three additional recommendations are provided based on learning from this project

- In future IUCN projects, align MEL responsibilities clearly with key staff and ensure that accountability mechanisms are introduced to ensure compliance while not overburdening local staff
- When projects involve new approaches and strategies (such as engaging with the private sector) ensure that sufficient time is provided within the project inception phase to build capacity, engagement and understanding from national staff. Ensuring ownership of project approaches and outcomes by national staff will build opportunities for local engagement and learning.

- 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 benefit of reducing overheads, it represents a false economy in the long term and will lead to delays and inefficiency.

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	Business case
CAMSA-ECOM	*Cafetalera Amazonica SAC*
CoP	Community of practice
COVID-19	Coronavirus disease 2019
CSO	Civil society organisation
CSR	Corporate social responsibility
ECOM	ECOM Agro-industrial Corp. Ltd
EIA	Environmental impact assessment
EKU	Economics Knowledge Unit (IUCN) – now part of the IUCN Enterprise and Investment team
ESG	Environmental, social and governance (risks)
FOLU	Food and Land Use Coalition
FLR	Forest landscape restoration
GAA	Global Agribusiness Alliance
GIS	Geographic Information System
ICRAF	International Council for Research into Agroforestry (World Agroforestry Centre)
IKI	International Climate Initiative (of the German government)
IUCN	International Union for Conservation of Nature
KSC	Kilombero Sugar Company
M&E	Monitoring and evaluation
MEL	Monitoring, evaluation and learning
NDC	National Determined Contribution
NDA	Non-disclosure agreement
OFI	Olam Food Ingredients
PS	Private sector
ROAM	Restoration Opportunities Assessment Methodology
TORs	Terms of reference
WBCSD	World Business Council for Sustainable Development
WRI	World Resources Institute

1. Project background and context

1.1 Context

The International Union for Conservation of Nature (IUCN) has been at the forefront of advocating for the operationalisation of the forest landscape restoration (FLR) approach and working with countries and partners to identify and assess opportunities for landscape restoration using its Restoration Opportunities Assessment Methodology (ROAM), in support of Bonn Challenge pledges made to increase high-level political ambition and leverage resources to achieve necessary FLR at scale. However, this work has focused predominantly with national and subnational governments, and local partners including multilateral development banks, NGOs, CSOs, academia, and research institutes.

This project was set up to focus specifically on supporting private sector actors within selected landscapes to increase their understanding of FLR and to incorporate FLR approach into their ongoing operations to both reduce risk in their supply chains and increase resilience of productive landscapes. Focusing on three landscapes in Peru, Ghana and Tanzania, the project aimed to develop clear economic, environmental and social evidence for private sector action. As well as equipping private sector actors with the knowledge and capacity to undertake FLR interventions, the project also aimed to facilitate the application of this knowledge in all three project landscapes. Finally, the project aimed to establish a Community of Practice on FLR in private sector supply chains to further promote this approach more widely across private sector players.

The ReSupply project is funded by the German Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) through its International Climate Initiative (IKI). Funding was provided from January 2019 for a three-year period, but to address emerging challenges in the face of COVID-19, this was extended (through a no-cost extension) initially by six-months, before a further twelve-month, no-cost extension was agreed with the donor. The project concluded on 30 June 2023.

1.2 Project Description

The project has three outputs:

1) 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 multiple environmental, social and economic benefits in 3 project landscapes
2) The three partner companies apply FLR approaches, in their supply chains and align their efforts with government commitments
3) 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

1.3 Project landscapes, actors and selected supply chains

The project works in supply chains in three countries as presented below:

- **Cocoa supply chain, working with Olam Food Ingredients (OFI), formerly Olam Ltd, in the Wassa Amenfi landscape, Ghana.** The project covers all three administrative districts in Wassa Amenfi Landscape namely; Wassa Amenfi West Municipal Assembly, Wassa Amenfi East Municipal Assembly and Wassa Amenfi Central District Assembly. The landscape is located within Ghana's High Forest Zone with agriculture mainly cocoa

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.** In Tanzania, the Kilombero Sugar Company (KSC) is Tanzania's largest sugar producer constituting around 43% of national production. Its focus of operations is the Kilombero Valley in central-eastern Tanzania, where it holds a large concession leased from the government that is irrigated by the Kilombero River. Around 45% of sugar cane used by KSC is purchased from independent out-growers, with around 70% of this total coming from smallholder farmers in the local vicinity. KSC's operations are centred on two mills in the Kilombero Valley region of Tanzania, near to the town of Kidatu. The company leases 12,000 hectares of land from the Tanzanian government, of which 9,500 hectares are planted with cane. The majority of KSC's sugar is sold domestically. Water quality and quantity has declined in recent years as a result of multiple factors (including climate change). Land-use change in the upper catchment, driven by small-scale farmers, is seen as a key contributory factor. In May 2021, KSC announced the approval of a Tsh 571.6 billion ($238.5 million) expansion project. In alignment with the country's policy to achieve self-sufficiency by 2025, the new development aims to increase Kilombero's sugar production from current levels of around 127,000 tons of sugar per annum, to 271 000 tons. The total number of small-scale farmers supplying cane to the expanded company sugar factories will increase from 7,500 to between 14,000 and 16,000 growers.

- **Cocoa supply chain, working with ECOM, in the El Dorado landscape in San Martin Region, Peru.** The main private sector counterpart in Peru is ECOM, a global commodity trading and processing company focusing on coffee, cotton, and cocoa in over 40 major producing countries worldwide. ECOM works through a local counterpart – *Cafetalera Amazonica SAC* (CAMSA-ECOM). ReSupply is working in the province of El Dorado in the San Martin Region, where cocoa constitutes an important component of the landscape and of the economy in the San Martin Region, where production is about 65 thousand tons, representing 38 % of Peru's national cocoa production. Between 2001 and 2018, Peru lost around 2.2 million ha of rainforest in the Amazon. Cocoa has expanded from 4200 ha in 2005 to 54,000 ha in 2017, occupying secondary forest, fallow, pasturelands, and, in some areas, primary forest. In the upper boundary of its agro-climatic zone, cocoa is replacing coffee.

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. To assess the **effectiveness** of the ReSupply project at achieving its objectives and provide clear insights about what has and has not worked and why. It should also highlight how the COVID-19 pandemic has affected the project results and how the project adapted to this situation.
3. To assess the **efficiency** of the interventions in terms of value for money of the delivery of the ReSupply outputs.
4. To assess the **sustainability and impact** of the ReSupply process, and provide some indication about the positive and negative, intended and unintended, changes that resulted from its interventions and the probability for these changes to be sustainable.
5. To identify **lessons** and provide a set of actionable **recommendations** that can inform future decision-making on whether to improve, pursue, scale up or replicate similar projects elsewhere.

2.2 Evaluation questions

The terms of reference define a number of evaluation questions and sub-questions which are all aligned to four evaluation themes – namely: relevance, effectiveness, impact and efficiency. An expanded evaluation matrix is presented in Annex 1 of this report, and includes key information sources, a summary of findings, sources, as well as strength of evidence.

2.3 Methods

The evaluation used a mixed-method approach – but relies principally on three sources:

- **Interviews with key resource persons**. These included IUCN headquarter and field staff, and private sector representatives from key firms engaged within the three country project landscapes. An evaluation matrix was developed during the evaluation inception phase. A list of persons consulted can be found in Annex 3.
- **A review of project documentation, reports and literature.** A secondary source of information includes evidence and data extracted from project-generated literature (such as project documents, progress reports, M&E strategy (including theory of change), lessons learned reviews, communication products, meeting notes, trip reports and back-to-office reports. A list of documents consulted in this review can be found in Annex 4.
- **Theory of change analysis**. This involved a review of the project theory of change and where necessary a reconstruction of the key actors, actions, drivers and anticipated

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 and adapted during the learning event. Interviews (discussed below) provided opportunities to understand barriers and opportunities that support or hinder behaviour change of private companies across their supply chains.

At the time of writing this report, business cases had recently been finalised, and it was not possible to assess the impact of the business cases on corporate behaviour change for outputs 1, 2 or 3. Instead, the review assessed the likelihood of behaviour change beyond the life of the project.

A four-tier scoring scale was used to assess overall performance according to the different evaluation questions and criteria. These four scores are presented below:

Score	Criteria
	Strong achievement across the board. Stands out as an area of good practice where IUCN is making a significant positive contribution
	Satisfactory achievement in most areas, but partial achievement in others. An area where IUCN is making a positive contribution, but more could be done.
	Unsatisfactory achievement in most areas, with some positive elements. An area where improvements are required for IUCN to make a positive contribution.
	Poor achievement across most areas with remedial action required in some areas. An area where IUCN is failing to make a positive contribution.

The main evaluation was conducted in May and early June 2022, but during the evaluation, discussions were ongoing (and eventually concluded) with the German Ministry for Environment for a further 12-month, no-cost extension. As a result, a short 'finalisation' process was undertaken, to conclude the evaluation to incorporate project results until June 2023.

The draft evaluation report was shared with IUCN staff for feedback and comments in July 2023 and used to finalise the report.

2.4   Limitations

Travel restrictions arising as a result of the COVID-19 pandemic mean that country visits, and face-to-face meetings with representatives as well as focal group discussions with implementing partners were not possible. This placed some limitations on the quality of evidence that can be generated, as interviews were done remotely. However, the methods and approach were the next best alternative given the COVID-19 constraints on movement and travel.

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[1] Mayne. J. 2008. The COM-B Theory of Change Model. Working Paper.
https://www.researchgate.net/publication/314086441_The_COM-B_Theory_of_Change_Model_V3

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%
	Satisfactory quality of evidence. Scores between 70-80%.
	Moderate quality of evidence. Scores between 60-70%

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. The ReSupply project addresses two key challenges that confront private sector actors working in productive forest landscapes. Firstly, it addresses the "implementation gap" – namely, the gap between public commitments on moving towards sustainability goals (such as "zero-deforestation" or "forest-positive" objectives), and the limited overall progress made to date in achieving these goals. It does so by identifying, through a participatory and inclusive way, the key sustainability challenges (drivers of degradation), FLR investments and interventions and then developing a business case, tailored to agri-businesses, that lays out in clear terms the costs, benefits, risks and impacts. This, it is proposed, provides a tool for agri-businesses' staff working at field or country level to present realistic and costed proposals for changing corporate practices and investments in ways that benefit farmers, the company, and shareholders.

An implicit assumption within the project design is that if a solid investment case can be made for companies to invest in FLR actions, this will be sufficient to trigger the adoption and uptake of such actions. Experience from the ReSupply project suggests, however, that while the business case is one of the necessary conditions to enable investment, it is not sufficient alone to make this happen. The project demonstrated that, for adoption to be triggered, more focus should be placed on financing FLR. This was not foreseen in the project design and is discussed in more detail later in this report.

Companies are increasingly aware of the significance of external risks and threats – such as climate change, environmental change and degradation and loss of natural habitats – all of which can have direct and real impacts on long-term productivity and profitability. Demands are growing from consumers and markets alike regarding the impacts of production and consumption on climate, forests and livelihoods. While these general trends are growing, there is little concrete and practical advice available to companies regarding what needs to change, where, at what cost, and with what benefits. These are all specific knowledge gaps that ReSupply aims to address. Finally, in an environment where corporations are increasingly being driven to pay attention to environmental, social and governance (ESG) risks – both from a consumer but also a financing perspective – those companies that are able to adopt new measures to address these risks are likely to achieve a competitive advantage. As such, ReSupply is highly relevant to private sector needs and has a great potential to support real change within agribusiness supply chains and practices. Importantly, while there is growing interest globally in engaging the private sector in FLR, there are few examples of where this is happening in a documented, stakeholder-driven, and evidence-based manner. ReSupply provides real-world examples (and learning), from three very different contexts, of how this might happen in practice.

The second challenge that this project addresses Is the growing realization by the private sector that sustainability goals cannot be met by companies working in isolation, or with the involvement of their immediate supply chain actors alone – but will require the support and input of other actors outside their immediate sphere of influence. The multi-stakeholder participatory ROAM approach supports this by situating the supply chain sustainability problems and solutions within a wider landscape that include reference to ecosystem services (water, soil and water conservation, protection of water catchments, pollination

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

National government agencies have made a number of public commitments to forest restoration as part of the global Bonn Challenge initiative. At a national level, Peru has committed to restore 3.2 million ha under the Bonn Challenge[2] and the government is currently leading the development of the National Program for Rehabilitation of Degraded Areas (PN-RAD). This national programme explores rehabilitation mechanisms or practices for ecological restoration, rehabilitation and restoration of forests and landscapes including: forest plantations, agroforestry and silvo-pastoral systems, assisted natural regeneration, management of forest plantations, sustainable forest management practices, exclusion or passive restoration, erosion control, soil recovery, etc., with a focus on conservation, protection and / or productivity. FLR will also support the implementation of the National Biodiversity Strategy and Action Plan, which is the main instrument for biodiversity management in the country within the framework of the Law on Conservation and Sustainable Use of Biological Diversity. Peru's National Determined Contribution (NDC) includes measures related to agroforestry and cocoa, recognizing the multiple objectives of restoration, biodiversity conservation and ecosystem-based mitigation and adaptation.
In his address at the 77th Session of the General Assembly of the UN, President Castillo stated that Peru is implementing the 2030 Agenda and ratified its goal of becoming a carbon neutral country by 2050 and reducing greenhouse gas emissions by 30-40% compared to what was projected for 2030, as previously agreed.

In 2018, the government of Tanzania pledged to restore 5.2 million hectares of degraded land under the Bonn Challenge and African Forest Landscape Restoration Initiative (AFR100)[3], and is exploring a range of means to achieve this, include reforestation, agroforestry. as well as various models of community forestry. This is with a goal of supporting food security, increasing climate resilience and mitigation. and combatting rural poverty.

The government of Ghana has committed to restore 2 million hectares in its pledge to the Bonn Challenge, in recognition of the high levels of degradation within forest areas – particularly forest reserves, which have historically suffered from unregulated harvesting, encroachment and more recently small-scale illegal gold mining along riverine areas. In March 2022, the President of Ghana launched the 2022 Edition of Green Ghana Day, with the theme for 2022 being "Mobilizing for a Greener Future", demonstrating again that reforestation and increasing tree cover is still a top priority for the country.

A number of global institutions including, donors, UN agencies and IUCN have all committed to support these efforts. IUCN have to date undertaken ROAM assessments in over 90 jurisdictions worldwide. While private sector actors have been involved in this process, government agencies have been the primary drivers and conveners. Securing the participation and critically, investment from private sector actors has been a challenge to date. This project seeks to address this gap by bringing private sector bodies to a more

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[2] https://www.bonnchallenge.org/about-the-goal#G
[3] https://www.bonnchallenge.org/about-the-goal#G

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 development benefits in areas that otherwise have limited opportunities for income generation.

Community-level beneficiaries are likely to be those that are already integrated into company supply chains and are already producing commercial crops for sale. This implies a certain level of income and access to land. When the supply chain company incorporates the FLR approach into their activities, and when these activities are well-designed and adhere to the FLR principles, there will certainly be benefits to the farmers already integrated into the company supply chain, but also within the ecosystems and broader landscape where the farmers not linked to the company also live and work.

3.1.4 Summary

Overall, relevance is scored as "strong achievement" (green), given the ongoing relevance to different stakeholders – but in particular, private sector actors who have not, until recently, been engaged in landscape restoration processes, but are facing growing demands to do so. The project helps fill a knowledge gap with regards to how private sector actors operating in forest-rich landscapes can be engaged and recruited to support landscape restoration at scale. Given that only two of the three business cases were completed by the end of the project, it was not fully possible to assess the relevance of all the products produced by the project and, as such, quality of evidence was assessed as "moderate".

| **Overall performance score** | | Strong achievement across the board |
| **Quality of evidence score** | | Moderate quality of evidence. (Scores between 60-70%) |

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		
Baseline (start of Project	*Target value: (9 months after start of project)*	*Actual value (9 months after start of project)*
0	9 stakeholder groups (3 per country)	**Target exceeded:** In Ghana, by mid 2020, 7 stakeholder groups had been engaged; in Tanzania, 5 stakeholder groups had been engaged. By late 2021, 3 stakeholder groups had been engaged in Peru
Output II: *The three partner companies apply FLR approaches in their supply chains and align their efforts with government commitments*		
Indicator II.1: Analytical products from ROAM packaged in business cases		
Baseline	*Target value: (20 months after project start)*	*Actual value (20 months after project start)*
0	3 draft business cases	**Target partially met:** By June 2023, 2 business cases have been produced (Ghana and Peru and one is incomplete - Tanzania).
Indicator II.2: Agreed FLR business cases between companies, local landscape actors and government institutions		
Baseline	*Target value: (20 months after the project start date)*	*Actual value (20 months after the project start date)*
0	3 Validated Business Cases	**Target partially met:** By June 2023, 1 business case had been discussed and validated with private sector actors (ECOM, Peru)

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		
Indicator III.1: Community of practice formed and operational		
Baseline	*Target value (30 months from the project start date)*	*Actual value (20 months after the project start date)*
0	6 meetings	**Target partially met:** 3 meetings: and 2 meetings hosted for Global Agribusiness Alliance with their membership
Indicator III.2: Number of global private sector actors influenced by the community of practice		
Baseline (Start of Project)	*Target value (36 months from the project start date)*	*Actual value (36 months from the project start date)*
0	15 Global companies	**Target partially met**: 11 companies influenced with direct interactions (Olam/OFI, Bioazul, Illovo, ECOM, Nespresso, Ferrero, IKEA, Tetra Pak, Pernod- Ricard, Nestle, and Suzano), 6 at the launch of the CoP webinar , around 50 at the WCF webinar.
Indicator III.3: Number of global platforms, initiatives and programs with private sector players involved in commodity supply chains reached		
Baseline (Start of project)	*Target value (36 months from the project start date)*	*Actual value (36 months from the project start date)*
0	4 interactions	**Target exceeded:** 10 Interactions with World Cocoa Foundation, GAA, OP2B, FOLU, Innovation Forum, Global Landscapes Forum, WBCSD, Swiss Sustainable Coffee Initiative, We Value Nature-GiZ. A nature-based solutions financing workshop convened by IUCN attracted participation from investors, corporations, NGOs and governments

Table 1: Implementation status of output milestones by end of project

Although targets were originally set with specific timelines, these dates and deadlines have not been included within the assessment, due to the impacts of COVID-19 which delayed implementation significantly. As such, indicators are assessed as whether completed "by end of project". Table 2 provides an overall summary of progress overall at output level.

Progress against targets	**Number**
Output targets fully achieved or exceeded by end of project	3 of 7
Targets partially met by end of project	4 of 7
Targets not met by end of project	0 of 7

Table 2: Achievement of output targets by end of project

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.

Overall performance score		Satisfactory achievement in most areas, but partial achievement in others. An area where IUCN is making a positive contribution, but more could be done
Quality of evidence score		Moderate quality of evidence (Scores between 60 – 70%)

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 multiple environmental, social and economic benefits in 3 project landscape*s".

Peru

Initially, progress was slow in getting activities started in Peru. Some of the underlying factors behind delays include the following:

- ICRAF were the executing partner in Peru, as IUCN does not have a country programme or office in Peru. Securing agreement over the budget following extended negotiations over ICRAF's role and the contract took longer than expected and was exacerbated by changes in staffing and internal restructuring within ICRAF, which meant that a key position was vacant for some time, postponing conclusion of the agreement

- Changes in priorities for ECOM with regard to the working area selected for implementation. After initially signalling an interest in working with coffee in Central Peru, this decision was changed in favour of the cocoa supply chain in the San Martin landscape.

- 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

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[4] ICRAF, IUCN. 2021. Integration of the forest landscape restoration approach in the cocoa supply chain in the northern Peruvian Amazon. Forest Landscape Restoration Opportunities Assessment, El Dorado Province, Peru

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 resource persons were given training on the aims and objectives of the ROAM process as well as the process to be followed. A local consultant was engaged to help with data collection, who met with and interviewed 35 farmers. When COVID-19 travel restrictions were announced, the local consultant was already in the project area and was able to operate with few restrictions. As such, initial data collection took place in the first half of 2021 covering a number of sampled farmers across the three districts. However, some confusion over the data collection formats and templates meant that some of the data collected by the consultant had to be collected a second time, introducing significant delays.

OFI have compiled extensive socio-economic and GIS data regarding the farmers from who they buy, but this did not include farmers in Wassa Amenfi West district. OFI expanded their own data collection process in Wassa Amenfi West which complemented data jointly collected by OFI and IUCN as part of the project. A non-disclosure agreement (NDA) between the two parties was signed to allow for the sharing of OFI data with IUCN for use in the ROAM analysis and business case development.

Spatial and GIS data (including aspects such as land-use and forest cover) is an additional information need. Unfortunately, it was not possible to acquire suitable data from Ghana Forest Commission and as a result a local service provider (Kwame Nkrumah Institute of Science and Technology) was engaged to provide this.

OFI's objectives are to: increase resilience to climate change, ensure compliance with investor requirements, halt the decrease in pollinators, reduce the risk of pollution, and decrease soil erosion. From the smallholder perspective, their aims are to increase production through more pollination, reduce erosion, and manage issues related to illegal mining (which was driving deforestation). These separate aims were brought together in a jointly agreed action plan.

A draft report was produced in February 2022[5], but is much less specific (and tailored to private sector needs) than the report for Peru or Tanzania. Drivers identified by stakeholders cover a wide range of issues including poverty, climate change, population pressure, unsustainable farming practices and clearance of land for agriculture. Consequently, objectives identified cover a wide range of areas including addressing water pollution, family planning, addressing illegal mining as well as intensification of cocoa farming, tree planting and improved planting materials. The report is not specific regarding the selected FLR interventions that will be proposed in the business case. Two broad strategies were proposed from the January 2021 Champions meeting:

- Cocoa interplanted with crops and trees
- Cocoa interplanted with crops and trees, with the addition of livestock

These two options were later broken down into four distinct models which emphasised differing combinations of timber and fruit trees intercropped within the cocoa and planted on farm boundaries[6]. There is strong local interest in exploring options for the use of

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[5] IUCN. 2022. End of Project Report. Resupply Project (Ghana)
[6] IUCN. 2021. Decision support for cocoa forest landscape restoration in South Western Ghana

indigenous fruit trees such as Allanblackia which can provide additional income as well as shade for cocoa plants.

Options are constrained by the specific and very prescriptive requirements being disseminated by the Ghana Cocoa Board requiring 24 trees per hectare (providing 30% shade) intercropped with cocoa as a means to maximising long term productivity. Furthermore, the unresolved issue of tree tenure was identified as a major barrier to tree planting across the landscape. At the time of writing this evaluation, a draft business case had been prepared for Ghana, but has yet to be discussed and validated with OFI staff in Accra or London.

Tanzania

In Tanzania, as with Ghana, an initial inception workshop was held with government, private sector and some community representatives as well as a sensitisation workshop, which targeted farmers and farmer groups as well as local NGOs in August and September 2019. During the two workshops, discussions on drivers of deforestation and degradation, as well as restoration objectives were held and training given on undertaking the ROAM process. Following these two events, the focus of efforts shifted to data collection. Flooding in the latter part of 2019 meant that the primary focus of KSC was on flood mitigation activities. As with OFI in Ghana, for formal sharing of company-collected data, an extension of an NDA (signed between IUCN and a previous project) was proposed, which took time to conclude. Despite this, data has been shared with the IUCN regional FLR hub and the IUCN Washington DC office, which both provided support to data collection and compilation. Collection of farm-level data was inhibited by COVID-19 travel constraints, as experienced in Ghana and Peru. As a solution, IUCN engaged African Wildlife Foundation (AWF) who have a physical presence in the landscape to undertake farm-level data collection which meant that planned workshops could be replaced by farm visits. At the national level, IUCN country office in Tanzania have built relations with the Vice President's Office (Division of Environment) who have overall responsibility for reporting on FLR and other environmental commitments, as well as Tanzania Forest Service (who have a role in overseeing implementation of FLR commitments).

There have been significant changes at KSC over the life of the project. During much of 2019, KSC underwent a restructuring process, which involved changes throughout company operations and has taken much of the time of senior staff. As such there has been limited contact and communication between the project and senior management within KSC during this period, other than with the designated project focal person. In 2021, KSC announced a significant expansion of operations including expanding the number of out-growers from 7,500 to between 14,000 and 16,000 growers. As part of this process, KSC undertook an economic and social due diligence process which identified stabilisation, reforestation and restoration of riverine areas as a key action. As such (and unlike in the other two countries), the need for justifying FLR interventions in Tanzania was met through the due diligence process – and the BC needs to focus more explicitly on the "what" and the "how", as opposed to the "how". An EIA was conducted, to assess and mitigate any potential negative impacts (environmental or social) caused by the expansion. This report was not shared with IUCN.

A ROAM report was produced in May 2021[7]. The report details drivers of environmental degradation in the landscape (including a degradation map) as well as FLR opportunities. Using data and evidence collected, the report focuses on two main FLR interventions with a specific focus on KSC and the sugar supply chain. These are:

- Bamboo and grass plantations on the river buffer
- Riparian forest buffer model using indigenous tree species (such as *Albizia gummifera*) interplanted with grass species

An economic analysis presents a cost-benefit analysis of the two models, followed by a series of detailed recommendations. These outputs were then used to inform the development of a draft business case. Activities in Tanzania have stalled, as a result of the non-disclosure of the environmental impact assessment of the company's expansion to new areas within the Kilombero valley (despite the EIA being a public document and IUCN's signing of a non-disclosure agreement with KSC). This is needed as it contains important data regarding environmental impacts, which would need to be taken into account in the final business case. As such, no draft business case has been shared with KSC.

Discussion

Output 1 is defined as "*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*"

Overall, this output has been met. ROAMs were conducted in all three landscapes, and efforts were made to engage a wide range of actors across the landscape, including local and national governments, community groups as well as private sector actors.

A common theme across all three countries and landscapes is the apparent tension between 'traditional' ROAM approaches (which tend to work very closely with government agencies at national and subnational level, using existing data sets) and the identification of FLR-actions tailored to private sector supply chains as promoted by ReSupply. The ROAM framework is designed to equip landscape stakeholders – including governments, private sector, and smallholder producers – with critical knowledge and evidence on where and how to implement FLR and sustainable land management actions. The restoration actions are developed and validated through stakeholder dialogues and spatial and economic analysis. The business cases required the collection of additional information and data, specific to the commodity in question (coffee, sugar) that was not available through the ROAM.

This in part explains the delay between the development of the ROAM documents (which took place in 2021 and early 2022) and the development of the business cases (which took place in 2022 and 2023).

Other than in Ghana (where the private sector partner contact person remained the same throughout the project), there were significant staff changes in both ECOM Peru and KSC Tanzania. In both Tanzania and Peru, this meant that negotiations held with the two companies around the design of the project had to be re-started after funding had been

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[7] IUCN. 2021. Forest Landscape Restoration Opportunities Assessment. Restoration in Sugarcane Supply: from Zero Net Deforestation to Net Positive Action (RESUPPLY). Kilombero Landscape, Tanzania

secured and when new partner staff had been hired. This resulted in further delays and complications and necessitated the establishment of a new set of working relations.

In all cases, the COVID-19 pandemic affected progress and restricted the degree to which stakeholder participation could be facilitated. In Peru, where the most extreme lock-down took place, ICRAF were forced to depend heavily on grey literature, existing data sets and available knowledge, supplemented by remote interviews with lead farmers and company field technicians. In Ghana, where restrictions were less strict, field surveys could go ahead and were facilitated by a local consultant. In Tanzania, a similar agreement was reached with AWF who had a presence and history within the project area. However, the ROAM process was concluded much later than anticipated and coupled with the challenges regarding data needs discussed above, this meant that the production of the business cases was further delayed. This is discussed in more detail under Output 2, below. However, it also meant that there was limited time available with which to feedback the findings of the analysis to local stakeholders.

In all three landscapes, despite the challenges imposed by the COVID-19 pandemic, efforts were made to secure stakeholder input and consultation. Of particular note is the strong participation seen by farmers and farmer groups. In Ghana and Tanzania, there was strong participation from national and local government, although opportunities for engaging these stakeholders in Peru were severely limited by COVID-19 restrictions (Figure 1)
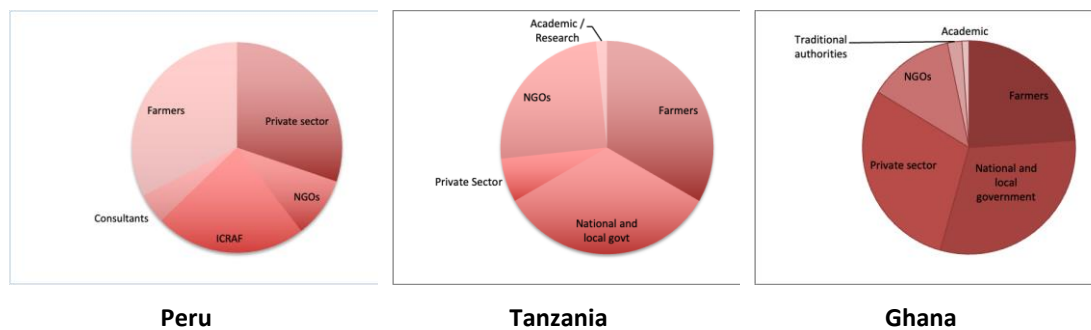

| **Peru** | **Tanzania** | **Ghana** |

Figure 1: Stakeholder groups consulted by country during ROAM preparation

Limited feedback exercises were undertaken (other than one meeting organised in Ghana) with which to ensure that stakeholders beyond the immediate supply chain (such as local or national government) are "*equipped with the technical information, capacity, and shared priorities to carry out FLR interventions*" as specified in the output statement. This represents a missed opportunity with which to potentially expand the reach and impact of the project at landscape level.

Output 2 is defined as: "*Three partner companies apply FLR approaches, in their supply chains and align their efforts with government commitments*"

This output makes clear that ReSupply is not just about the development of knowledge products and tools for use by partner companies and other actors within the selected landscapes, but it is also about the application of these approaches more generally. This does not necessarily imply full-scale implementation. All three companies have embraced and supported the ReSupply approach involving a participatory approach, working closely with local stakeholders and using the latest knowledge on agricultural practices, remote sensing and climate change adaptation and mitigation to produce a set of clear recommendations which produce returns on investment as well as wider social and environmental benefits. In all three cases, companies expressed an interest in working with ReSupply on the development of new approaches that involved supporting farmers and out-growers in ways that help them meet their environmental and climate commitments.

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 proposed a process of "shared learning journeys" which could ensure that senior managers were informed (in real time) of how the process is developing at the field level in ways that allow learning, validation and inputs from higher managerial levels – as well as dissemination of experiences among a wider group of interested companies. However, in 2021, GAA was restructured and shifted its emphasis away from a focus on environmental sustainability to one that was promoting human rights.

The strategy adopted for the final two years of the project has been to adopt a more adaptive approach to communication and learning. Instead, IUCN was able to identify and engage with a number of existing forums, platforms or initiatives where messages and lessons from ReSupply can be integrated and communicated externally. One promising example of this is the REGEN10 initiative – an initiative, launched at the COP26 to scale regenerative agriculture and food production worldwide. Funded by Rockefeller and IKEA Foundation, IUCN is part of the coalition alongside FOLU, Systemqi, World Farmers Organiaztions, Leaders Quest and Meridian. Furthermore, IUCN was asked to participate in events (presentations or panels) at the World Cocoa Forum, Innovation Forum and Global Landscapes Forum among others. Furthermore, more internal discussions were held with WBSCD and GiZ. A Nature based solutions financing workshop convened by IUCN attracted participation from investors, corporations, NGOs and governments.

A key product developed under this output is the FLR Business Guide developed in 2021 and published in 2023[8]. The guide, developed through support from ReSupply and in conjunction

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[8] Raes, L., Buffle, P., Williamson, Z., Benson, S., Ding, H. and McBreen, J. (2023). A guide to investing in landscape restoration to sustain agrifood supply chains. Reducing risks, raising resilience, reaping

with FOLU, presents the arguments and justification for companies to invest in landscape restoration in their supply chains. The guide then goes on to present six key steps for agri-business companies to take when applying FLR – namely goal setting, local ownership, consultation processes, identification of FLR interventions, financing strategy and monitoring. Case studies from Peru, Ghana and Tanzania are presented in the guide. It was hoped that the business guide could be launched at the GLF event in Luxembourg in April 2022, but delays to the finalisation of the guide meant that it was not published until April 2023 at the GLF Investment Symposium. Since its launch, the Business Guide has generated significant interest from a number of partners, including from WBCSD who will use the natural capital risks and opportunities in their "Agri-food roadmap to nature-positive" – and in particular the case studies (drawing from ReSupply) which provide grounded examples of how private sector action around FLR can be scaled and accelerated. Furthermore, learning from ReSupply helped shape the launch of this initiative at the World Leader Summit COP26, bringing in business and wider landscape perspectives.

3.2.4   Summary

Overall, performance is assessed as "Strong achievement". All three companies embraced the ReSupply approach and saw the added value that broad stakeholder engagement delivered in terms of the development of practical, workable and economically viable interventions that met both company and small-holder objectives. Output 3 was not achieved as originally planned due to the challenges of establishing a free-standing community of practice through GAA. Instead, it has adopted an adaptive and more flexible approach, and chosen to work through a range of existing channels, platforms and forums. The production of the business guide has been well received, is well timed in terms of meeting a widespread need and fed into a range of useful international processes. Quality of evidence is scored as satisfactory.

Overall performance score		Strong achievement across the board. Stands out as an area of good practice where IUCN is making a significant positive contribution
Quality of evidence score		Satisfactory quality of evidence. Scores between 70-80%.

3.2.5   Implementation arrangements and support

Although a relatively small project, the implementation structures and arrangements are relatively complex. In principle, the project works through IUCN country teams, supported at regional and global levels. In Ghana, given the high capacity of staff there and track record of engaging with the private sector in previous initiatives (REDD+), the IUCN country office staff worked relatively independently. In Tanzania, recognising the limited capacity in private sector engagement and ROAMs, implementation is supervised in collaboration with the IUCN Kigali office which also supervises one national staff member. In Peru, due to the absence of an IUCN country office, implementation of country level activities were placed under the responsibility of ICRAF.

Technical support and capacity development comes from IUCN Washington (with regard to data collection and analysis and the development of the BC canvas and final documents).

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returns. Gland, Switzerland: IUCN and London, United Kingdom: FOLU

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 communications meant that validation and data checking may have not been as strong as if the global teams been able to work in-country more. For example, in Ghana, a significant amount of time and energy was spent in engaging local stakeholders, building a cadre of local champions and training resource persons on the ROAM methodology. During the Ghana process, validation of results and data were undertaken in multistakeholder workshops, and if this was not possible validation and / or feedback was obtained through emails. Due to delays in the business case no final feedback process was undertaken to identify and prioritise FLR actions beyond OFI and its immediate supply chain actors (producers). In Peru, the fact that all ICRAF staff involved in project implementation were not exclusively engaged in supporting ReSupply (and very often had significant additional and competing demands) and were geographically distant also contributed to some of the delays in reaching milestones and targets. ICRAF were hired as equal partners based on their skills and knowledge but didn't go beyond their specific TORs and data needs specified in the contract, and a result they felt there was limited opportunities for learning, reflection or analysis as an institution. However, under the remit of the IUCN MEL team there was strong successful engagement in the ReSupply learning process.

3.2.6   Summary

The overall assessment of for implementation arrangements and support is scored as satisfactory. Despite the constraints caused by COVID-19, ROAM assessments were carried out in all three countries and large amounts of relevant data compiled with which to inform the business case development process. Complex implementation and support structures and limited in-country capacity have meant that progress has been slower than originally anticipated. Supporting greater feedback to those consulted during the ROAM process might have generated more local support from actors outside the immediate supply chains of the three companies. Quality of evidence was scored as satisfactory.

Overall performance score		Satisfactory achievement in most areas, but partial achievement in others
Quality of evidence score		Satisfactory quality of evidence. Scores between 70-80%.

3.2.7   Monitoring and evaluation

A monitoring, evaluation and learning (MEL) strategy[9] was developed for the project and completed within the first quarter of 2019 by IUCN HQ M&E staff. National staff were

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[9] IUCN. 2019. Monitoring, evaluation and learning plan for IKI ReSupply Project.

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 progress from awareness, through consideration and commitment to implementation) and tracking of key events.

The tools, templates and forms have not been used consistently. As a result, it was not possible, during this final evaluation to use the project-generated MEL reporting to assess progress towards or achievement of the project indicators and milestones. The reasons for this non-application are many, but boil down to two main considerations. All project staff confirmed the value and utility of the tools, but country teams in particular, face heavy workloads from multiple projects and existing reporting requirements (to meet donor requirements) are already arduous. These additional reporting requirements, outside contractual commitments were widely seen as useful but non-essential. Secondly with regards to accountability and supervision, it is clear that existing mechanisms or structures within IUCN that hold project staff accountable for completion and submission of these forms and guidelines need to be strengthened.

The MEL strategy included a section on learning that describes how periodic learning events will be facilitated by project management to ensure that knowledge and understanding generated as a result of this project is adequately disseminated across the different project teams. In 2020, a learning Framework was developed for the ReSupply project responding to one of the recommendations from the mid-term review. Following a consultative process and engagement with project staff, five topics were identified for learning covering issues such as farmer engagement, ROAM and the private sector and exploring some of the assumptions within the theory of change. Online workshops were held with project staff to draw out key lessons and conclusions around these five topics which have been consolidated in a useful summary document.[10] A key output from these meetings was discussion around the assumptions within the overall theory of change, particularly those linking output to outcome. Helpful findings were identified around the factors, drivers and necessary conditions that can help drive behaviour change of private sector actors and some of the rather simplistic assumptions made during project design.

3.2.8   Summary

The overall performance score for monitoring and evaluation is assessed as being "unsatisfactory with some positive elements". The MEL strategy and plan developed by IUCN headquarter was well presented and clear in terms of providing guidance and tools for project staff. Furthermore, useful learning exercises were facilitated around some key areas of relevance to the project. However, other than the learning events, the MEL strategy was not implemented consistently. As a result there is very limited evidence with which to track progress against key milestones and indicators. The quality of evidence score is assessed as being satisfactory

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[10] IUCN. No date. Resupply – Summary of key learnings.

Overall performance score		Unsatisfactory achievement in most areas, with some positive elements
Quality of evidence score		Satisfactory quality of evidence. Scores between 70-80%.

3.3 Impact

The ReSupply project document defines impact as:

"*reduced pressure on intact forest areas as well as improving carbon stocks in degraded forest and agro-forest landscapes*"

ReSupply is about creating the conditions for impact – but not actually supporting impact results directly. It aims to influence private sector actors to change behaviour, investment and spending with a view to integrating FLR into their respective supply chains. As such, it is not possible, nor appropriate, to attempt to assess whether any kind of impact has been achieved as a result of the project.

Given the focus of the project, and in particular its emphasis on providing the necessary tools and economic arguments for additional and new investments by companies within their supply chains, the MEL plan understandably focuses at outcome level – with a strong emphasis on supporting behaviour change of global agribusiness corporates. Two indicators in the project document are presented at outcome level with the following target values by the end of project (Table 3).

Outcome Statement: *Catalysed global action of the private sector involved in production and sourcing of main commodities to implement FLR as a vehicle to achieving their sustainability and deforestation-free commitments and contribute to the Bonn Challenge*		
Outcome Indicator 1: *Number of landscapes under restoration with private sector involvement*		
Baseline (start of project)	Target value (EoP)	Achievement (June 2023)
0	3	0
Outcome indicator 2: *Number of global private sector actors that show high-level support and allocate resources to unlock FLR implementation in supply chains*		
Baseline (start of project)	Target value (EoP)	Achievement (June 2023)
0	7	0

Table 3: Achievement of planned outcome indicator targets by end of project

The above analysis indicates that by end of the project, none of the planned outcome indicator targets were reached. In none of the three landscapes have private sector actors taken action on implementing FLR actions as a direct result of the project. And while a number of private sector actors have shown "high level support" (outcome indicator 2), none of them have yet to allocate additional resources to implement FLR as a direct result of the project. These figures are disappointing, but with hindsight, not unexpected. It was perhaps unrealistic to expect that the project would be able to both deliver knowledge products and tools (ROAMs, business cases and the Business Guide) as well as facilitate implementation across all three landscapes as an outcome. Support to investment and financing has been since identified as a key intermediate step that will be needed if implementation is to be achieved and is being addressed in a second phase of ReSupply project. An application for a further phase of ReSupply has been submitted to the German government in the form of a concept note which is undergoing review at the time of writing this report.

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 four key assumptions would have to hold true for project generated knowledge products to translate into private sector action. These are presented below and a commentary provided on whether each assumption holds true

Assumption 1: Demands from markets and consumers and concerns over supply chain risks are sufficiently high to justify investment of company resources in FLR proposals.

Assessment: Holds true. All three companies have a global profile and as such are increasingly exposed to consumer demands to reduce environmental impacts such as deforestation and carbon emissions. Furthermore, all three companies expressed interest in identifying ways in which they could reduce supply chain risks through support to their out-growers and farmer networks. These supply chain risks are manifested through growing concerns around productivity and declining yields (due in turn to soil erosion and loss of soil fertility) as well as wider concerns around ecosystem services (such as declining water supplies, declining water quality, upstream deforestation of water catchments, reduced pollination). All three companies provide on-going support to their network of small-scale producers and interested to see how this can be made more efficient in terms of delivering greater benefits to both the company and the individual farmers.

Assumption 2: Middle level staff involved in the project have sufficient knowledge, capacity and arguments to effectively communicate FLR proposals to senior management.

Assessment: Holds partially true. In all three landscapes, IUCN has engaged with and supported middle level management staff within the three companies. To date, this has taken the form of discussions, interactions and presentations but as the business case has yet to be communicated to these staff, they are not in a position to effectively communicate these proposals to senior management. As indicated earlier in this review, one of the middle-level management staff members indicated that they would require additional support to fully internalise the proposals and the detailed technical recommendations and to develop a short 'elevator pitch' to directors, finance managers or board members.

Assumption 3: Boards, company owners and shareholders accept business case of FLR investments and authorise release of company resources.

Assessment: Holds partially true. Companies are unwilling to commit to implementation in the absence of any business case although they are in broad agreement with the specific interventions proposed. These will need to be shared with the three private sector partners and work done to adjust them to the specific needs and circumstances of each of the three landscapes. In all cases, the business cases focus on providing the justification, benefits and arguments for FLR, as well as the prescriptions under discussion. The degree to which companies authorise the release of additional company resources will depend on the type (and beneficiaries) of any investment being made. In Tanzania, for example, where investments take place within the boundaries of KSC's own concession area, financing is likely to be sourced entirely from within the company using existing capital or loans (assuming that the current bottleneck over communication can be overcome). Given the strong justification for restoring riverine forest that emerged from the company's own social and environmental due diligence assessment on the expansion, it seems likely that these resources will be found and implementation will take place.

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[11] IUCN. 2020. Resupply Learning Session 1: Business case and investment analysis

Assumption 4: 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.

In summary, a review of the theory of change suggests that most of the assumptions that underpin it appear to be holding true or partially holding true. It is clear that financing remains a major sticking point or barrier in terms of moving towards implementation of FLR interventions by the private sector. This has been clearly identified by IUCN who are now pursuing this with an application to the government of Germany for a follow-on project focusing on finance.

3.3.1 Summary

It has not been possible to assess impacts given the short-term nature of this project. Project outcomes are expressed in terms of implementation and action by private sector partners as a result of their engagement in the three landscapes (outcome indicator 1) and as a result of their participation in the community of practice (outcome indicator 2). Although important steps have been taken to engage with private sector actors, delays in implementation have meant that by the end of the project, only one final business case has been shared and explored with private sector partners. As such, performance has been assessed as unsatisfactory with some positive elements. Quality of evidence is assessed as good.

Overall performance score		Unsatisfactory achievement in most areas, with some positive elements
Quality of evidence score		Good quality of evidence. Scores between 80-90%

3.4 Efficiency

Table 4 presents the total project budget and expenditure by end of December 2022 around major cost drivers. By the end of December 2022, 95% of the project budget had been utilised. Although no financial report is available for the period January – June 2023 at the time of producing this report[12], overall expenditure has kept in line with plans. Expenditures have mostly been in line with individual budget allocations, other than office costs which have significantly over-exceeded the budget (although in real terms this represents a relatively small absolute amount)

Cost driver	Agreed budget (Total)	Expenditure to Dec 2022	Percentage
Personnel	1,236,295	1,221,895.46	99%

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[12] 2023 Financial report will be available in August 2023

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%
Investments	4,800.00	3,327.65	69%
Administrative costs	267,004	252,004.22	94%
Total	**2,047,025**	**1,941,936.66**	**95%**

Table 4. Expenditures to date against approved budget (to end December 2022)

Figure 2A presents a break-down of expenditures to the end of December 2022 by cost driver and by location. The majority of expenditure to date has been on personnel costs (accounting for 63% of total spending to date) and external services (consultants), which accounts for an additional 16%. In total, just over three quarters of the total project of the costs are related to advisory and project management cost drivers. Although high, the figure is reasonable when considering that this is a project which is mostly based on the delivery of knowledge products and tools. Administrative overheads are reasonable, at 12% of total expenditure to date.
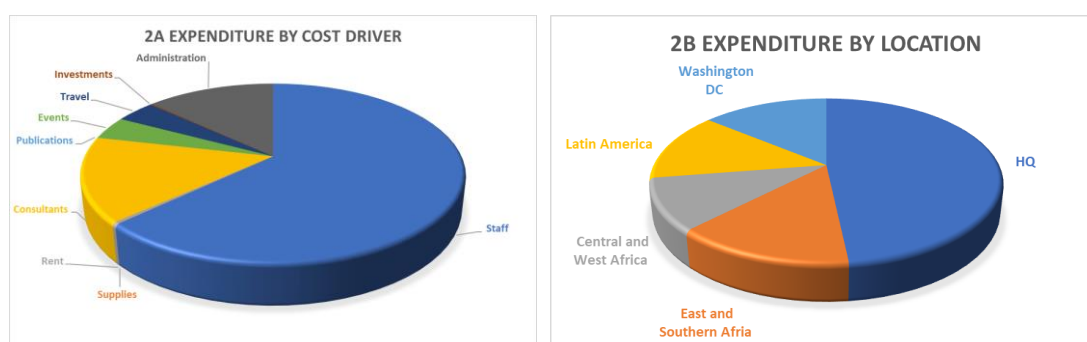
Figure 2: Expenditure analysis by cost driver and location (Up to December 2022)

Expenditures by location (Figure 2B) indicate that supervisory and support functions from HQ and Washington office account for 62% of total expenditures. Regional offices provide direct support to the project in terms of data analysis, business case development and corporate communications. However, given the complex (and new) nature of this project, country offices have required significant back-up and technical support. Evidence collected in this review indicates that Kigali, Washington and Gland offices have provided important contributions to the work of the country teams although there have been some delays in communication between different levels and geographies which has impeded progress.

Efficiency and effectiveness have also been impacted by capacity gaps within IUCN as an organisation. Experience of working with and supporting the private sector was limited in most country teams and although ROAM is a well-established concept across the organisation, tailoring ROAMs to the needs of the private sector proved to be a greater challenge than originally anticipated, requiring higher levels of support and supervision from across the organisation and leading to delays when compared to original project milestones.

As discussed under the section on outputs, the project has experienced delays in implementation across all areas. Some of these delays were caused by factors beyond the project's control (COVID-19 being one major aspect), but some can be traced back to IUCN internally. Ensuring better co-ordination between field and headquarters as well as ensuring

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 Summary

Overall, efficiency has been scored as satisfactory. Financial management has been good overall with spending in line with plans. Two no-cost extensions (6 and 12 months respectively) meant that slow rates of spending (caused by COVID-19 and other factors) could be more efficiently used. The bulk of expenditures have been used in staffing costs. Supervision and support have been high – covering 59% of total expenditures, which underlines the capacity gaps that exist within some country teams. Quality of evidence is scored as good.

Overall performance score	 	Satisfactory achievement in most areas, but partial achievement in others
Quality of evidence score	 	Good quality of evidence. Scores between 80-90%

4. Conclusions and lessons learned

4.1 Conclusions

The ReSupply project is as relevant today as it was when it was first conceived and in some ways was ahead of its time. It recognises the growing impacts of private sector activities with regard to the production of forest risk commodities as well as the increasing public commitments by the private sector (and demands on the private sector) to address questions of deforestation and environmental impacts. While companies are ready to take action in this area, a key constraint faced is the identification of appropriate, costed interventions that deliver benefits to the company as well as wider stakeholders in their production landscapes.

The project was designed with the dual objectives of generating targeted FLR knowledge and learning products for use by the private sector and also facilitating their implementation across the three landscapes. With hindsight, these two goals were unrealistic. The reasons for this are complex but include delays caused by the global COVID-19 pandemic, capacity gaps within IUCN, data gaps (including GIS data), changing plans and staff within private sector partner organisations. These factors together resulted in most of the outputs being delivered later than anticipated in the delivery plan and in some cases, targets not being met within the life of the project. Critically, the business plans – a key output of the project, have only just been finalised following two no-cost extensions. However, as discussed throughout this report, the main reason that implementation of FLR interventions has not taken off as envisaged is the need to support partner companies identify and secure new, external sources of investment and finance.

This has meant that the performance assessment of the project undertaken as part of this review, with regard to effectiveness and impact is scored as "unsatisfactory achievement in most areas, with some positive elements". Despite this, however, the project has the potential to make important and valued contributions in support of sustainable supply chains. Interest has been raised among participating companies and within the wider community of practice. The business guide has been well received internationally and responds to a growing global realisation that corporations will need focused support if they are to meet their targets on sustainability.

4.2 Lessons learned

The project has produced some excellent summaries of lessons learned across a number of thematic areas of common interest. As such, the lessons below are not necessarily new or additional to those already generated.

Corporate engagement takes time, new skills and changes in approach

Working with private sector actors has proven to be more complex and time-consuming than first anticipated. This is due to a number of factors. Firstly, there is a need for both parties to understand each other's perspective, interests and incentives. IUCN had to learn the specific demands of the private sector and their needs – as well as to quickly immerse themselves in the particular aspects of each company's circumstances within each of the three landscapes. IUCN had to learn that data sharing takes time – and involves NDAs in many cases which take time to negotiate and agree. IUCN had to learn that private sector stakeholders use a different vocabulary and are not necessarily familiar with technical aspects of FLR that are so much part of IUCN's work. And finally, IUCN had to learn how the timescale under which private sector actors operate does not necessarily fit with the longer time periods under donor funded projects. Conversely, private sector actors had to understand the constraints of working with donor funded projects as well as the challenges of engaging with international organisations such as IUCN.

ReSupply marks a departure from standard ROAM approaches and for many staff at country level a new set of relationships with private sector players. Traditionally, IUCN has worked closest with government counterparts and NGO partners, but until recently has had limited engagement with large corporate players such as ECOM, OFI and KSC. Securing the full understanding of national staff of the project aims and rationale, and ensuring that they have the skills, capacity and confidence to engage with the private sector has taken longer than anticipated.

Adapting and evolving ROAMs to the specific needs of the private sector

IUCN has a long history of developing guidelines for and undertaking restoration assessments through its ROAM initiative. However, until ReSupply, these tended to take place at national level and work closely with host governments. Private sector, corporate actors were rarely included as active participants or expected to take up many of the emerging recommendations. With ReSupply, this shifted with an explicit focus on the private sector. The project was set up to learn how 'traditional' ROAMs could be adapted to deliver clear and costed FLR interventions for the private sector. A further implicit assumption was that by engaging the private sector and adapting the ROAM process slightly a ROAM could be produced and then relevant data extracted for use in the business case. In reality, as ROAMs progressed and a better understanding emerged of the information needs of private sector partners, it became apparent that much more focused information and data was needed at a higher level of resolution. While there is some overlap between information traditionally gathered for ROAM, and BC Canvass – there is much that does not. As discussed in this report, this only became apparent once ROAMs were approaching completion and the template for the business case was developed in parallel. The business guide, developed by IUCN with support from this project, has helped to addressed this need by identifying the process and information needs to develop workable, costed and viable FLR interventions for agri-businesses.

Understanding what it takes to change private sector behaviour – the critical role of finance and communication support

The implicit assumption in the theory of change for the ReSupply project was that the key barrier to adoption of FLR interventions is technical solutions and solid economic

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 investments likely to deliver wider social and environmental benefits), a communication plan and in some cases, capacity building for middle managers to ensure that proposals are fully internalised and communicated upwards to decision-makers. Over-simplistic assumptions regarding the availability of company finance to support implementation of FLR interventions also need to be re-visited. Developing business cases for FLR, while necessary, is not sufficient to drive changes in corporate behaviour. Companies are unlikely to invest their own resources in investments outside their immediate supply chain without co-financing, support or public-private partnerships with external agencies and funding support. Investing in nature generates benefits across the public-private continuum. As such, there is a need to have honest and frank discussions on how such nature-based solutions can be financed by both private and public sources.

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 the BC recommendations to their boards, senior managers and finance teams.
- Development of practical action plans for all three companies with regard to the implementation of FLR recommendations in the business cases and where needed additional areas of external technical support from IUCN.
- Support to companies with the identification of new sources of financing including public private partnerships.
- Support to feedback sessions in-country with stakeholders consulted (particularly those outside the private sector partners) and identification of opportunities for additional financing to support wider landscape interventions
- Promotion and communication of ReSupply lessons and tools (including the guide, BC canvasses etc) to the wider community of practice engaged in FLR.

The second recommendation relates to more general considerations when implementing projects of this kind:

- In future IUCN projects, align MEL responsibilities clearly with key staff and ensure that accountability mechanisms are introduced to ensure compliance.
- Where capacity gaps exist within IUCN teams country level (for example, with regard to private sector engagement), ensure that sufficient space, time and resources are provided in the inception phase to build needed capacity and skills
- Ensure that when project management and advisory responsibilities are allocated to senior staff at HQ or at regional levels, they have sufficient time to be able to deliver effectively. Overloading of senior staff, while keeping overall costs down, may result in delays and long-term inefficiencies.
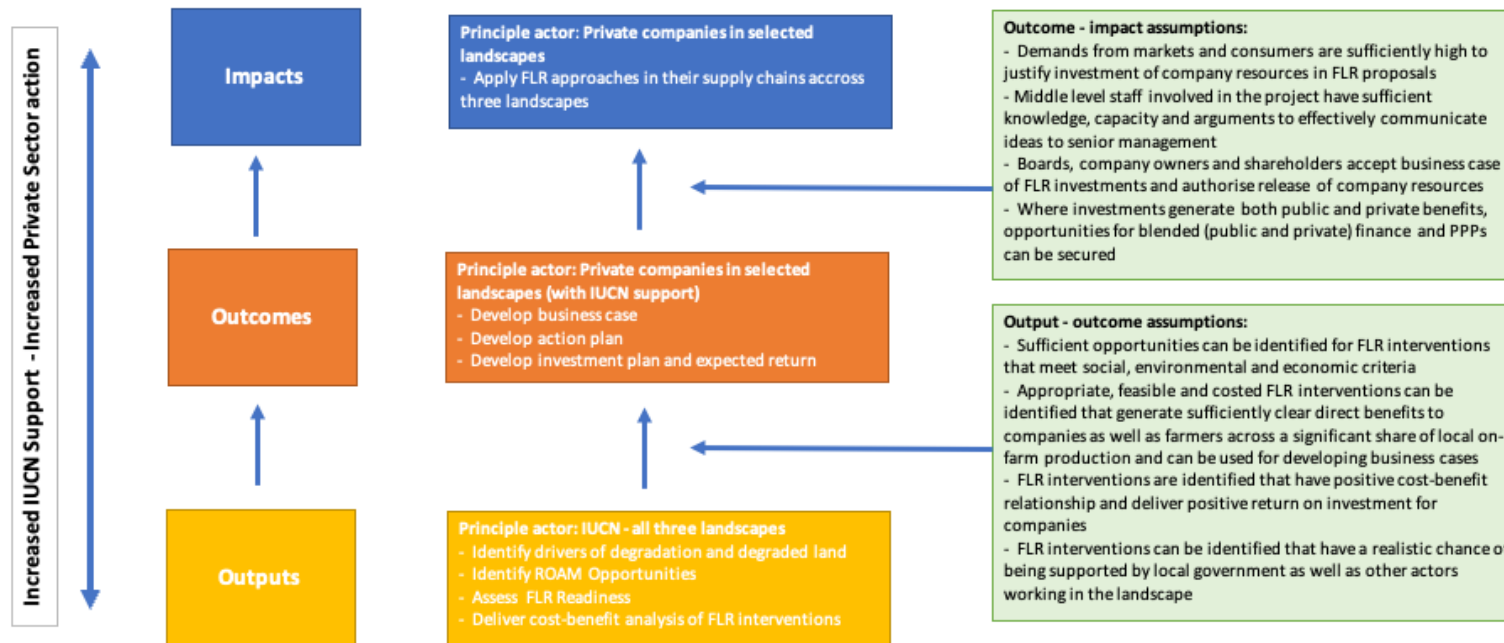
Annexes

Annex 1:   Evaluation matrix and assessments

Evaluation criteria	Key questions	Sub questions	Data sources and collection methods	Summary of Key Findings	Overall Performance Score (where relevant)	QoE Score
Relevance:	*How appropriate and relevant were the Resupply approaches and intervention logic with regards to its objectives, anticipated outcomes and outputs, and within local and national context?*	1. To what extent is ROAM fit-for purpose to serve as an entry point for business to engage in restoration activities?	Interviews with private sector representatives (partner companies) and IUCN staff	ROAM has provided important inputs to the BCs. BCs parameters are highly relevant to the needs of private sector. BCs, where finalised appear to be relevant to PS partners	*Strong achievement*	58%
		2. To what extent is the business case fit for purpose? Does it address the priority issues for companies and local stakeholders to plan restoration in supply chains?	Interviews with private sector representatives (partner companies) and IUCN staff	BCs cover the relevant concerns for private sector partners and addresses their priority areas	Strong achievement	69%
	Has there been any major change of condition since the project was formulated that has affected its relevance?	3. If so, what are these changes and to what extent has the project managed to adapt to these changes and to ensure that it remains relevant?	Interviews with private sector representatives (partner companies) and IUCN staff	Market and consumer demands on corporates trading internationally in forest risk commodities have increased markedly over the project life, which should provide additional incentive for adoption of FLR interventions	Strong achievement	66%
Effectiveness:	*To what extent has Resupply delivered on its outputs and outcomes at local and national level? Were there any unintended consequences?*	4. How effective has Resupply been in equipping local landscape actors, governments and private sector companies with technical information, capacity, and shared priorities to carry out FLR interventions?	Interviews with private sector representatives (partner companies), IUCN staff and landscape actors (if available)	The project has been effective in supporting private sector actors as well as different stakeholder groups in the three countries. The process could have been strengthened with greater emphasis on feedback and validation to different stakeholder groups once proposals were developed	Satisfactory	74%
		5. What has been the progress with reaching the planned milestones and indicators described in the project document and MEL strategy	Review Progress Reports; Interviews with project staff (HQ)	3 of the 7 output milestones have been either fully achieved or exceeded. Four have been partially achieved. Neither of the two outcome targets have been met	Satisfactory	57%
		6. Did the project theory of change hold true? Were the major assumptions linking outcomes to impacts valid, were they assessed and did they hold true?	Interviews with IUCN field staff, as well as private sector representatives	The ToC was only developed after the mid term. The ToC includes important assumptions that were assessed through a learning exercise facilitated by IUCN Gland	Satisfactory	85%
		7. How effective has Resupply been in encouraging companies to apply FLR approaches in their supply chains and align their efforts with government commitments?	Interviews with IUCN field staff, as well as private sector representatives	Companies have shown good engagement in the ReSupply project and are supportive of the FLR goals. However, to date, no company has started implementation of the specific actions in the BCs	Satisfactory	59%
		8. How effective has Resupply been in mobilizing and engaging global private sector players on upscaling FLR action on the ground and disseminating information to key global private sector platforms	Interviews with private sector members of the community of practice	The project has adopted an adaptive approach and has opted to work through a range of forums and platforms to communicate the learnings emerging from ReSupply	Strong achievement	31%
		9. For all the above questions, what are the factors that positively or negatively influenced the effectiveness of the project?	Review of progress reports and proposal. Interviews with IUCN country teams	A range of internal and external factors that enabled as well as constrained progress and effectiveness. These are well described in the report	No assessment possible	74%
	To what extent were the Monitoring, Evaluation and Learning (MEL) strategy and tools adequate and effective?	10. To what extent did the MEL strategy and tools help to (a) collect the right kind of data in view of understanding the impact of the project and (b) detect any needed programme implementation adjustments for better progress towards results?	Interview with MEL staff, regional teams and IUCN HQ staff	The MEL strategy is comprehensive and well put together. It presents a range of tools for assessing progress towards outcomes. The degree to which these tools have been used and can demonstrate these changes is very limited.	Unsatisfactory with some positive elements	75%
		11. What adjustments to the MEL system are recommended to help understand the impact of similar project in the future?	Review and synthesis of answers to the questions above.	The MEL system developed was comprehensive and effective. What was lacking was implementation across the project and managerial supervision to ensure consistent data collection and synthesis	Recommendations provided	78%

Efficiency	*To what extent are the Resupply outputs in balance with the level of effort, time and resources spent?*	12. To what extent did spending and project delivery align with the planned schedule?	Review of financial information	Spending was slightly behind expected levels, hence the 6 month- no-cost extension. Delivery was consistently behind schedule	Satisfactory	86%
		13. How efficient was the operational modality and governance structure in contributing to the overall achievements of Resupply?	Value assessment of delivery costs and governance structure costs and consideration of alterantives	The project structure was complex. Each country had a different system in place for delivery of ROAM results. Capacity in some countries was lower than anticipated.	Satisfactory	78%
		14. To what extent has the project built on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc. and avoided duplication of similar activities by other groups and initiatives?	Interviews with IUCN HQ staff	The Resupply project is the only project known to the evaluator that works in a dedicated manner with private sector actors with a focus on FLR within supply chains. Where possible, linkages and data sharing has been undertaken. No duplication has been found to be occuring	Satisfactory	74%
		15. Are there less costly ways of achieving the same outputs?	Review and synthesis of answers to the questions above.	Potentially, yes. Working in a more focused, country-based manner, with technical resources focused within a country could yield faster, more reliable results at lower cost	Satisfactory	69%
Impact and Sustainability	*To what extent has Resupply produced significant higher-level effects in catalyzing global action of the private sector to implement FLR as a vehicle to achieving their sustainability and deforestation free commitments and contribute to the Bonn Challenge?*	16. What are the key changes, intended or unintended, that demonstrate that Resupply has achieved its objectives?	Review of theory of change, project indicators, progress reports and interviews with project staff	The MEL strategy has a clear set of output and outcome indicators that can be assessed to ascertain whether results have been met.	Satisfactory	76%
		17. Were potential negative environmental and social impacts adequately mitigated or avoided? If not entirely, what are the negative impacts that resulted from Resupply interventions and what could be done in the future to avoid them?	Interviews with MEL staff and HQ Project Staff	Given that implementation has not taken place, this question is premature. No negative social or environmental impacts were triggered. There are possible future risks associated with the implementation of FLR interventions and these will need to be monitored	Not possible to assess conclusively	76%
		18. To what extent have external factors catalysed or hindered the impact of Resupply	Review of progress reports and interviews with IUCN Country Teams	A number of external factors beyond the control of the project, have both enabled and constrained the project. These are well covered in the report	Narrative description provided	88%
	What efforts have been made to ensure sustainability of Resupply results in the long term?	19. What project results, lessons or experiences are likely to be replicated or scaled up the near future?	Interviews with private sector representatives and IUCN project staff	The project has generated important learning regarding engagement of private sector actors in landscape restoration. Much has been captured in the Business Guide, which is likely to be useful to both IUCN and private sector players going forward	Difficult to assess conclusively	72%
		20. To what extent are the partnerships and community of practice created under the impulsion of Resupply most likely to sustain?	Interviews with members of the Community of Practice	The Resupply project has abandoned plan to create a free-standing COP, but instead has opted to integrate project learning within existing, independent structures and processes. These are likely to continue to operate and opportujnities for continued engagement are also likely	Satisfactory	84%

Annex 2: Theory of change for Outputs 1 and 2

Impacts

Principle actor: Private companies in selected landscapes
- Apply FLR approaches in their supply chains accross three landscapes

Outcome - impact assumptions:
- Demands from markets and consumers are sufficiently high to justify investment of company resources in FLR proposals
- Middle level staff involved in the project have sufficient knowledge, capacity and arguments to effectively communicate ideas to senior management
- Boards, company owners and shareholders accept business case of FLR investments and authorise release of company resources
- Where investments generate both public and private benefits, opportunities for blended (public and private) finance and PPPs can be secured

Outcomes

Principle actor: Private companies in selected landscapes (with IUCN support)
- Develop business case
- Develop action plan
- Develop investment plan and expected return

Output - outcome assumptions:
- Sufficient opportunities can be identified for FLR interventions that meet social, environmental and economic criteria
- Appropriate, feasible and costed FLR interventions can be identified that generate sufficiently clear direct benefits to companies as well as farmers across a significant share of local on-farm production and can be used for developing business cases
- FLR interventions are identified that have positive cost-benefit relationship and deliver positive return on investment for companies
- FLR interventions can be identified that have a realistic chance of being supported by local government as well as other actors working in the landscape

Outputs

Principle actor: IUCN - all three landscapes
- Identify drivers of degradation and degraded land
- Identify ROAM Opportunities
- Assess FLR Readiness
- Deliver cost-benefit analysis of FLR interventions

Increased IUCN Support - Increased Private Sector action

3

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

ReSupply Project Document, Budget and Logframe

ReSupply Annual Report (2019, 2020 and 2021) and Semi-annual updates

IUCN and WRI. A guide to the Restoration Opportunities Assessment Methodology (ROAM).

Draft ROAM reports for Peru, Tanzania and Ghana

Business case canvas

Business case – Ghana

Business case - Peru

Interim Report – Ghana, Peru and Tanzania

ReSupply Monitoring, Evaluation and Learning Strategy

IUCN. 2022. Investing in landscape restoration to sustain agricultural supply chains: Reducing risks, raising resilience, reaping returns

ReSupply – Summary of Key Learnings

ReSupply Learning Session 1 – Summary

ReSupply Learning Session 2 – Summary

ReSupply Learning Session 3 – Summary

ReSupply Learning Session 4 – Summary

ReSupply Learning Session 5 – Summary

ReSupply Mid Term Review

ReSupply Mid Term Review Management Response

ReSupply Theory of Change (Version 2)

Flyer – What is Forest Landscape Restoration – for Champions

ReSupply Briefing Note

ReSupply Communication Plan

The business case for landscape restoration through agroforestry systems of ECOM cocoa suppliers In El Dorado, Peru

A guide to investing in landscape restoration to sustain Agrifood Supply Chains. Reducing risks, raising resilience, reaping returns.