



Forested Landscapes for Equity

End Evaluation Report
Green Livelihoods Alliance

Dieuwke Klaver, Hermine ten Hove, Jan Brouwers, Bram De Groote, Jarl Kampen



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Dieuwke Klaver¹, Hermine ten Hove¹, Jan Brouwers¹, Bram De Groote¹, Jarl Kampen²

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This report presents the End Evaluation of the Forested Landscapes for Equity Programme, as implemented by the Green Livelihoods Alliance (GLA) over the period 2016-2020. The first chapters present an introduction to the evaluation and the Forested Landscapes for Equity Programme. Afterwards the evaluation methodology and sampling is presented, followed by a synthesis of the five country evaluations and the three thematic evaluations. The last chapters provide insights in the governance and efficiency of the GLA programme, as well as conclusions and recommendations.

Keywords: Programme Evaluation, forested landscapes, policy influencing, contribution analysis, governance

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Contents

Acknowledgements	5
List of abbreviations and acronyms	7
Executive Summary	9
1 Introduction to the evaluation	23
1.1 GLA programme	23
1.2 The Terms of Reference	24
1.3 Reading this report	25
2 Forested Landscapes for Equity	27
2.1 Context and rationale: how it started in 2016	27
2.1.1 Programme Theory of Change	27
2.1.2 Implementation partners	29
2.2 GLA's planning, monitoring, evaluation and learning system	29
2.3 GLA's governance	30
3 Evaluation methodology	31
3.1 Evaluation methodology design	31
3.1.1 Justification of the methodology	31
3.1.2 Evaluation methodology	32
3.2 Evaluation focus	33
3.2.1 Country evaluations	33
3.2.2 Thematic evaluations	36
3.3 Data collection methodology	36
3.4 Limitations and changes to the evaluation methodology	37
3.4.1 Factors that changed the evaluation methodology	37
3.4.2 Difficulties encountered by the evaluators	37
3.4.3 Learning	38
3.4.4 Validity of findings	38
4 Description of the samples taken	41
4.1 Focus of the country evaluations	41
4.1.1 (Expansion of) plantations/concessions halted/regulated/ conform to standards	41
4.1.2 Community Forestry /Land tenure and NR Rights	42
4.1.3 Participation in decision-making & inclusive spatial planning and forested landscape governance.	44
4.1.4 Sustainable NR use (inclusive forest management) for improved Livelihoods.	45
4.2 Focus of the thematic evaluations	47
4.2.1 Agro commodities programme	47
4.2.2 Just Energy Transition programme	48
4.2.3 Forest and Land Governance programme	49
5 Evaluation findings country reports	51
5.1 On effectiveness and contribution	51
5.1.1 From capacities to L&A outcomes	51
5.1.2 Changes in policies and practices	54
5.1.3 Effectivity of capacity development and L&A strategies	61
5.2 Relevance for IPLCs and women	65
5.2.1 Relevance for Indigenous People and Local Communities	65
5.2.2 Relevance for women	67

5.2.3	Implications for the Country ToCs	69
5.3	Sustainability of outcomes and contributions to core conditions	70
5.3.1	Contributions towards inclusive and sustainable management of forested landscapes	71
5.3.2	Sustainability of outcomes achieved	73
5.3.3	Contributions to the IGG frameworks	75
5.3.4	Implications for the country ToCs	76
6	Evaluation findings thematic reports	77
6.1	Effectiveness and contribution	77
6.1.1	From capacities to L&A outcomes	77
6.1.2	Changes in policies and practices	79
6.1.3	Effectivity of capacity development and L&A strategies	83
6.2	Relevance for IPLCs and women	87
6.2.1	Relevance for Indigenous People and Local Communities	88
6.2.2	Relevance for women	88
6.2.3	Implications for the thematic ToCs	89
6.3	Contributions to core conditions and sustainability of outcomes	90
6.3.1	Contributions towards the inclusive and sustainable management of forested landscapes	90
6.3.2	Sustainability of outcomes achieved	91
6.3.3	Contributions to the IGG frameworks	92
6.3.4	Implications for the thematic ToCs	92
7	Governance and programme implications	93
7.1	Governance	93
7.1.1	Forming, Storming, Norming, Performing	93
7.1.2	Governance principles	94
7.1.3	PMEL and sensemaking	96
7.1.4	Civic space	96
7.2	Reflections on Governance	97
7.3	Implications for the programme ToC	98
8	Conclusions and recommendations	101
8.1	Effectiveness and Contribution	101
8.1.1	From capacities to L&A outcomes.	101
8.1.2	Changes in policies and practices	101
8.1.3	Effectivity of strategies	102
8.1.4	Lessons learned and recommendations	103
8.2	Relevance and Cross-cutting	104
8.2.1	Indigenous people and local communities	104
8.2.2	Gender	105
8.2.3	Implications for the country/thematic ToCs: Recommendations	106
8.3	Sustainability and impact	107
8.3.1	Contributions to core conditions	107
8.3.2	Sustainability of outcomes achieved	108
8.3.3	Contributions to the IGG framework	109
8.3.4	Implications for the GLA ToC and country/thematic ToCs	109
8.4	Governance and Programme Implications	110
8.4.1	Governance and efficiency	110
8.4.2	Programme recommendations	111

Appendix 1 Resource persons

Appendix 2 References

Appendix 3 Summaries of the country reports

Appendix 4 Summaries of the thematic reports

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Any omission or misinterpretation in this report should be attributed to the authors and can in no way be related to GLA staff or the interviewed resource persons.

The authors,
Wageningen, January 2021

List of abbreviations and acronyms

ABC	Anti-Bauxite Campaign
AGRO	Agro-commodities
CA	Contribution Analysis
CAT	Capacity Assessment Tool
CBD	Convention on Biological Diversity
CCAL	Concerned Citizens of Atewa Landscape
CCLG	Commodity-Centric Landscape Governance
CDO	Cagayan de Oro
CDO-RBMC	Cagayan de Oro River Basin Management Committee
CFG	Community Forest Governance
CFI	Cocoa Forest Initiative
CFS	Committee on World Food Security
COP	Conference of Parties
CSM	Civil Society and Indigenous Peoples' Mechanism for relations with the UN Committee on World Food Security
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DENR	Department of Environment and Natural Resources
DRC	Democratic Republic of the Congo
EC	European Commission
ECA	Export Credit Agency
EHRD	Environmental and Human Rights Defenders
EU	European Union
EU FLEGT	EU Forest Law Governance and Trade
FAO	Food and Agriculture Organization
FEFAC	European Feed Manufacturers Federation
FLG	Forest and Land Governance
FoE	Friends of the Earth
FoEI	Friends of the Earth International
FPIC	Free Prior Informed Consent
GAP	Good Agricultural Practices
GIADEC	Ghana integrated Aluminium Development Corporation
GLA	Green Livelihoods Alliance
HCV	High Conservation Values
HLPE	High Level Panel of Experts
ICCA	'Territories and areas conserved by indigenous peoples and local communities'
IDH	Sustainable Trade Initiative
IEC	Information, Education and Communication
IGG	Inclusive Green Growth
IP	Indigenous People
IPG	International Public Good
IPLC	Indigenous People and Local Communities
IUCN NL	IUCN National Committee of the Netherlands
JET	Just Energy Transition
L&A	Lobby and Advocacy
LGA	Landscape Governance Assessment
LGU	Local Government Unit
LIFT	Landscape Investment and Finance Tool
MD	Milieudefensie
MoEF	Ministry of Environment and Forestry

MoFA	Ministry of Foreign Affairs (Dutch)
MoU	Memorandum of Understanding
MSB	Multi-Stakeholder Bodies
NGO	Non-Governmental Organisation
NR	Natural Resources
OECD	Organisation for Economic Co-operation and Development
OECM	Other Effective Area-based Conservation Measures
OH	Outcome Harvesting
OP	Oil Palm
PA	Protected Areas
PES	Payment for Environmental Services
PIAPS	<i>Peta Indikatif Areal Perhutanan Sosial</i> (indicative map of social forestry designated area)
PMEL	Planning, Monitoring, Evaluation and Learning
REDD+	Reducing emissions from deforestation and forest degradation
RSPO's P&C	Roundtable on Sustainable Palm Oil, Principles & Criteria
SBSTTA	Subsidiary Body of Science, Technical and Technology Advice
SF	Social Forestry
SM	Sierra Madre
SME	Small and Medium Enterprise
SPC	Senior Programme Coordinators
SSIs	Semi Structured Interviews
TBI	Tropenbos International
ToC	Theory of Change
TTR	Tree Tenure Reform
TWG	Technical Working Group
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
VGGT	Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security
VPA	Voluntary Partnership Agreement
WCDI	Wageningen Centre for Development Innovation, Wageningen University & Research
WUR	Wageningen University & Research

Executive Summary

Introduction

This report presents the findings of the evaluation of the Forested Landscapes for Equity Programme, which was implemented in nine countries (Bolivia, Ghana, Liberia, Nigeria, Democratic Republic of Congo (DRC), Uganda, Vietnam, Indonesia, the Philippines) with contributions to three other countries (Togo, Cameroon, Paraguay). In addition, three international themes were implemented to address international issues that impact upon these landscapes. These focussed on agro-commodities, on forest and land governance and on just energy transition. The programme was implemented by the Green Livelihoods Alliance (GLA), a consortium of Milieudefensie (MD), IUCN-NL, Tropenbos International and the Dutch Ministry of Foreign Affairs (MoFA).

The programme aimed to achieve the inclusive and sustainable management of forested landscapes and sought to “influence policies and practices of public, private and civil actors who contribute to the inclusive and sustainable management of forested landscapes, through (capacity building for) lobby and advocacy”. The programme Theory of Change (ToC) considered three core conditions that must be in place for sustainable and inclusive forest governance:

- Security of land tenure, or access to land and resource use;
- Inclusive decision making on land use; and
- Nature-based, sustainable approaches to the management of forested landscapes.

The Terms of Reference (ToR) of the evaluation contained questions related to the programme effectiveness and contribution towards outcomes; the relevance of the programme for Indigenous People and Local Communities (IPLCs), women and men; the sustainability of outcomes, including contributions to the three core conditions and to the Inclusive Green Growth (IGG) frameworks of the Dutch MoFA; and the governance and efficiency of the programme.

Evaluation methodology, limitations and validity

Given the fact that capacity strengthening and lobby and advocacy were the key intervention strategies to change the behaviour (outcomes) in the programme, a theory-based evaluation method was selected. This consisted of both testing some of the country and thematic ToCs, including assumptions, as well as establishing the contribution of GLA’s interventions to the documented outcomes.

Country evaluators were trained in online sessions and further coached during the evaluation. WCDI evaluated the international themes.

Based upon the information provided by GLA, a purposeful sample was taken of all outcome pathways in the country ToCs, with the aim of capturing the diversity of the decentralised and localised implementation of the programme in each of the countries. The focus for the thematic programmes was decided upon with the team members in charge of these themes.

For the country ToCs, the purpose sample meant to ensure that the evaluation covered the four important content domains of the country programme:

- (Expansion of plantations/concessions halted or regulated and plantation/concessions are management conform to standards;
- Community forestry/land tenure and natural resource (NR) rights;
- Participation in decision making, inclusive spatial planning and landscape governance;
- Sustainable NR use (inclusive forest management) for improved livelihoods.

The sample included 16 of the 28 outcome pathways of six countries (Bolivia, Ghana, Liberia, the Democratic Republic of the Congo (DRC), Indonesia and the Philippines) that together provided information relevant for each of the content domains.

The most important changes and limitations in the evaluation have resulted from the COVID-19 pandemic, which meant the entire evaluation was conducted online. Of the nine countries originally to be evaluated, six were maintained (see above). Unfortunately, the evaluator of Liberia did not send in the report.

The following factors may have influenced the validity of the findings for the entire programme:

- The selection of the six countries was based upon the presence of at least two GLA consortium partners, the representation of countries in each of the three continents involved, the scope of the programme and the importance of the country in the next phase of the programme;
- The selection of the outcome pathways to be evaluated took into account GLA's observations about the extent to which Southern partners in a country or landscape collaborated with each other, or the importance of financial expenditures;
- The very decentralised implementation of the programme, which is reflected in the diverse country evaluation findings per content domain, and explained by differences in contexts, past experiences of Southern partners, and suggested changes in the outcome pathways to be evaluated in the interest of GLA.

The many evaluation findings have been used to formulate programme-wide recommendations to the extent possible.

Effectiveness and contribution

1. To what extent has the programme contributed to improved lobby and advocacy (L&A) capacities of the CSOs and strengthening of other civil actors? Has capacity strengthening contributed to L&A outcomes?

The findings to answer this question were obtained through semi-structured interviews and workshops. Monitoring data were unavailable or did not provide sufficient detail.

Both the GLA's country and thematic programmes were based upon the capacities and networks that were already available, and were built upon past outcomes and achievements.

The most important capacities that the programme added consisted of 1) generating and using verified evidence, 2) developing clear and strategic interventions for L&A and communication strategies, and 3) engaging with other CSOs and citizen networks, as well as engaging with the public sector to a certain extent. Those partners (North and South) involved in the international themes became *more* confident in 1) addressing international audiences, 2) building strong international CSO coalitions, 3) engaging with policy makers in both the public and private sectors and with parliamentarians, 4) improving their L&A strategies, and 5) mainstreaming gender justice within their own networks and in addressing the issues for improved international policies. In particular, the agro-commodities theme has allowed both Northern and Southern partners to engage with other CSO networks, ministries, parliamentarians, financial organisations, agro-commodity processors, and public and private sector stakeholders in the producing countries.

Southern partners have contributed to the strengthening of the capacities of IPLCs (citizens) and small and medium enterprises (SMEs), as well as those of the CSOs in their networks. IPLCs (Indigenous People and Local Communities) and SMEs have been supported in terms of 1) making them aware of their rights and obligations, 2) making them aware of the rules and regulations in place, and 3) strengthening their organisations and coalitions. Pilots under the international forest and land Governance theme and interventions under the agro-commodities theme have further enabled IPLCs to monitor their surroundings, in particular the malpractices of corporations and environmental crimes. Some of these monitoring results have been used in filing complaints and lawsuits.

The capacities of like-minded CSOs have most frequently been strengthened during efforts to formulate common statements for L&A (both at the (sub-)national and international level). In some countries, not only have the capacities of civil actors been strengthened, but so too have those of public sector actors in charge of delivering services, such as enabling the issuing of Social Forestry permits or those for artisanal loggers.

The most effective L&A strategies were all based upon evidence. In the country programmes, evidence was used to provide direct advice to public sector organisations, to formulate joint positions in CSO coalitions, or in lawsuits and other grievance mechanisms. The findings also suggest that IPLCs and SMEs may become *catalysts of change*, influencing government decisions from within or holding them accountable. Working in civil society coalitions has enabled Southern partners to formulate inputs for new laws and law amendments, which are at the last stage of the approval process at the national level in Bolivia, Ghana, DRC and the Philippines. Southern partners or their constituents have also been able to influence outcomes in multi-stakeholder settings, which in most cases were created by the government, such as Technical Working Groups (TWGs), local councils, spatial planning committees or platforms that address different issues. At the international level, the agro-commodities theme in particular used dialogue, negotiation and confrontational approaches more prominently to influence policy makers of the public and private sector.

The GLA programme explicitly asked partners to collaborate with each other at the country and international level, finding synergies and complementarity to increase the programme's effectiveness. Collaboration has improved during the implementation of the programme, but may require further attention in both country and thematic programmes. Good collaboration is to be regarded as a condition required for improving programme effectiveness.

Where applicable Southern partners feel comfortable working with like-minded private or public sector organisations, but not all partners feel strong enough to negotiate with or lobby those ministries, departments and corporations that do not pursue the inclusive and sustainable management of forested landscapes. The partners and the coalitions they work with do not have sufficient influence to engage with the actors that constrain the livelihoods, land and NR (user) rights of IPLCs. The agro-commodities theme has further increased the confidence of partners in Liberia, Ghana and Indonesia to raise issues with the appropriate stakeholders in their respective countries, and similar international strategies could be considered for a next phase.

2. To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favour of GLA programme objectives?

The contributions of the programme towards outcomes are characterised as a necessary part of the causal package of many other interventions, external actors and factors in most cases, meaning that without GLA the outcome would not have been achieved. Some of the outcomes achieved have a more direct relationship with the interventions of Southern partners, such as the direct advising and capacity building of public sector organisations, for which the interventions were *sufficient* to explain the outcome. For some outcomes, many actors influence outcomes in a non-co-ordinated ways. In these cases, GLA's contribution could not be established as being a necessary part of a causal package. In a few cases, the outcomes being documented first have to be explained by the interventions of others. In these cases, GLA's contribution could not be distinguished.

There were some indications that IPLCs and SMEs have changed their practices, but these indications could not be quantified by M&E data. Those who have obtained land and/or NR user rights are protecting the NR base under their custody. IPLCs have engaged in reforestation activities, have introduced agroforestry practices on their individual or communal land, or take part in forest and wildlife patrols organised by the government. In some countries, IPLCs have campaigned to their governments to stop planned mining, oil extraction, or large infrastructural work; or have used grievance mechanisms and lawsuits to demand the clean-up of environments polluted by oil extraction or to address the threats to their land and NR rights from corporations or other entities. IPLCs have

become members of local councils, take part in multi-stakeholder platforms and take part in spatial development committees.

Regarding public actors, several laws or amendments related to land and NR (user) rights and benefits for IPLCs are awaiting final approval by the President's office in Ghana, DRC, and the Philippines. In some countries, existing regulations concerning land and forests have been further operationalised. At the international level, the European Union (EU) is taking measures to address the deforestation and land grabbing caused by corporations in the agro-commodities sector and by the financial sector that invests in those corporations. It also ended its biofuel target based upon palm oil in 2021. The new biodiversity framework of the Convention on Biological Diversity (CBD) moves towards the recognition of the role IPLCs (and women) can play in fostering biodiversity in areas under their own land- and NR-governance systems, while the Committee on World Food Security (CFS) recognises the role forests play in food and nutrition security and the role of agroecology towards the sustainable management of NRs. Complaints have also been filed against financial banks and oil companies.

At the EU level, the financial sector has become aware that investment policies need to change to prevent deforestation and land grabbing, and companies processing cocoa and soya have been made aware of their impact on forests and NRs.

Some elected government institutions in GLA countries and the EU Parliament have taken decisions that protect Environmental and Human Rights Defenders (EHRD) and forested areas against deforestation and landgrabs (agro-commodities theme).

The aforementioned outcomes all seem favourable for the inclusive and sustainable management of forested landscapes, yet more outcomes could most likely have been obtained. This will be further elaborated under the next question.

3. Which strategies were effective, which were not, why and what can be learned from this?

The answers to this question relate to the effectivity of capacity development for L&A and L&A strategies, and the extent to which the ToCs and assumptions were in place.

Effectivity

Among the most effective strategies *to develop L&A capacities* were the following:

- Those that engaged partners, CSOs and IPLCs in a longer learning trajectory and that fulfil a complete learning cycle including trial and error for further learning. Successful examples can be found in the GLA countries as well as in the international themes;
- Strengthening the capacities of stakeholders who together are critical components of *a system*, as has been demonstrated in Eastern DRC; improving the performance of the judicial system in relation to environmental crimes; multi-stakeholder partnerships in the Philippines that support indigenous peoples; and the continuous learning and strategising among GLA partners to lobby the EU, respective governments, the financial sector, and cocoa and soya processors in the EU. These strategies foster mutual accountability between different types of actors, clarifying rights and obligations, and building capacities to work together;
- Those where Northern and Southern partners jointly engaged in a learning trajectory and where Southern partners learned with each other (in all three themes). Important features of effective learning have been those where partners were linked with different stakeholder categories and needed to work together in each of their respective countries or commodities to foster change (agro-commodities).

An essential condition is a good collaboration between GLA partners who have joint responsibilities for the implementation of parts of the programme. Joint learning events and joint L&A are important elements to get this condition in place, as well as for tackling external opportunities or threats that arise requiring joint action. Where appropriate, collaboration can be fostered by engaging partners in joint planning and strategising, which makes use of each other's complementary capacities.

Among the *most effective L&A strategies* in the country programmes are:

- Direct dialogue with public sector actors to inform policies, rules and regulations based upon the generated evidence;
- SMEs and IPLCs, organised into organisations, networks or movements who lobby the government to abide by its own rules, or start lawsuits or grievance mechanisms. In some cases, these organisations have catalysed change. The process to organise these citizens has often started before the programme began;
- Working in coalitions of like-minded CSOs to formulate joint statements to lobby governments and international forums. These coalitions also often include IPLCs or SMEs;
- Working in multi-stakeholder settings with public and private sector organisations and CSO coalitions that voice the concerns of IPLCs, as well as TWG and spatial development committees. The cases in which this L&A strategy was effective built upon past outcomes and long negotiation and dialogue processes that enhanced the performance of these multi stakeholder spaces often created by the public sector;
- The agro-commodities theme added the creation of convening spaces for dialogue and negotiations with private and public sector policy makers, as well as applying more confrontational approaches including filing complaints, public campaigns on social media and presenting short video clips about the consequences of deforestation for IPLCs.

With regard to the ToCs and assumptions of outcome pathways at the country level and the evaluation focus for the international themes, the assessment of the ToCs and outcome pathway assumptions shows that both for the international themes and country outcome pathways, the assumptions or intermediate outcomes were not always sufficient to reach higher-level outcomes. A consequence of this has been that, in some cases, structural issues that could have increased the number of IPLCs having secured (user) rights to land and NR, or decreased the impact of corporations on forested landscapes, were not being addressed. Occasionally the ToCs of the outcome pathways at the country level did not match the context or were not adjusted to changes in the context. Some programmes (country and thematic) had a difficult start, leading to a fragmented implementation and missing synergies or complementarity.

What can be learned for increased effectiveness? Recommendations

With regard to capacity development, the evaluation recommends starting by ensuring a good collaboration between partners working together at the landscape or country level and between those partners that implement the international themes together. This will support the synergies and complementarities needed to increase the effectiveness of the programme. Second, capacity development is recommended to take place in long-term coaching trajectories based upon trial and error and, where appropriate, fostering collaboration between partners from different countries (South–South and South–North).

With regard to L&A, the evaluation recommends supporting Southern partners to reflect on strategies to lobby corporations and government entities that are not pursuing the interests of IPLCs and GLA. Past experience shows that combinations of insider lobbying and outsider campaign strategies will be needed, but that civic space must be taken into consideration. An international dimension is likely required, such as that which has been practiced with the bauxite campaign in Ghana and other campaigns under the agro-commodities theme. The many insider and outsider L&A strategies used by the agro-commodities team merit being shared and practiced in the future, although international influence may be needed.

Creating L&A readiness of IPLCs and SMEs to introduce change only happens when it is in their own interest. Strengthening the performance of IPLC organisations and SMEs will support them to start their own L&A practices. Some IPLC organisations and SMEs have catalysed change in the country programmes, and supporting them has the potential to increase the reach of the GLA programme.

Partners in some countries explicitly use those spaces offered by the government for influencing policies, such as TWG and multi-stakeholder platforms, whereas others stay within civil society spaces to influence governments. The further exploration of the advantages and inconveniences of using

either government-led (or private sector-led?) spaces or creating those in civil society¹ could be useful. This reflection would not only concern the partners themselves but also the IPLCs and the women they are supporting.

With regard to ToCs and assumptions, well-designed ToCs represent partner visions in how change will happen and what assumptions need to be in place for this to occur. ToCs need to be very well matched with their contexts, and may require adjustment if contextual changes occur. Not implementing parts of the pathways in a ToC implies that higher-level outcomes will not be achieved in most cases, or will decrease the number of beneficiaries reached and areas that can be declared 'deforestation-free'. ToC thinking has helped to strengthen the *capacity of adaptive management* by GLA partners who have become more confident in its application. It is recommended that partners foster their understanding of working with ToC in the new programme to stimulate a continuous critical ToC review.

The GLA Planning, Monitoring, Evaluation and Learning (PMEL) system did not foresee the monitoring of relations between the short-term outcomes obtained in the sphere of control of the ToC and the intermediate outcomes in the sphere of influence (see evaluation question number 1). It is therefore suggested that partners start working with Theories of Action (ToAs), which will support the effective implementation of the programme. These ToAs would be used to plan and monitor how interventions trigger change among key actors, and what the catalysts of change are. The planning, learning and reflection meetings could provide the appropriate space for partners to design these ToAs, assess the extent to which assumptions are in place, and draw lessons for the improved effectivity of strategies and interventions.

Relevance

4. In what way are the achieved outcomes relevant for the needs and interests of our constituencies (legitimacy), such as forest-dependent people, local communities and indigenous people? To what extent and how has the programme contributed to changes in rights, benefits and participation, in particular for indigenous people and other local communities?

The online evaluation did not allow for field visits and therefore misses the information that would have been obtained by observations at field sites and interviews with the GLA's constituents.

The Monitoring and Evaluation (M&E) system in place has not kept track of the numbers of IPLCs, women and men for whom the outcomes have been relevant, nor the areas (in hectares) that have come under a more sustainable management system through the programme.

Generally speaking, the outcomes obtained through the country programmes have been relevant for IPLCs, with the exception of the outcomes related to the outcome pathway on peace and stability in the Eastern DRC, which missed a clear focus on the equal distribution of land and NR user rights.

Securing land and NR (user) rights has taken a central place in many of the ToCs in 1) lobbying for better land-related laws, 2) making use of opportunities provided by existing rules and regulations to secure rights for IPLCs, and 3) to a lesser extent, addressing threats presented by the expansion of mining, agriculture and animal husbandry concessions and large infrastructural projects.

In most countries, IPLCs have engaged in agriculture based upon agroforestry methods or community-based enterprises to increase their *benefits*. In some countries, both public and private finance is being used to support IPLCs with the reforestation (including agroforestry) and the rehabilitation of watersheds.

¹ https://www.powercube.net/wp-content/uploads/2009/12/finding_spaces_for_change.pdf

With regard to the *participation in decision making*, different practices have been observed in terms of IPLCs 1) participating in government-led spaces and forums (the Philippines and to a lesser extent Indonesia, 2) taking part in citizen coalitions and CSO coalitions (Ghana, Bolivia, the Philippines) to claim their rights, and 3) taking part in the process of obtaining land and NR rights or permits (DRC, Indonesia, the Philippines, Ghana) and managing these rights and permits. The FLG and agro-commodities themes have fostered the participation of partners in international forums who voiced the concerns of their constituents.

As for the *international themes*, most directly *relevant outcomes* for IPLCs have been obtained by the Just Energy Transition (JET) programme. The delay of oil-exploitation projects and the clean-up of environments polluted by oil have maintained or improved the NR base upon which IPLCs depend. These communities have become aware of the possibilities that renewable energy sources can play in rural areas and have started to claim access to these from their (local) governments. Most other outcomes obtained under the agro-commodities theme and some of the FLG theme are expected to become relevant for IPLCs *in the long term*. The relevance of the outcomes reached in the first drafts of the CBD 2021–2030 Biodiversity Framework, to be formalised during the Conference of Parties 15 (COP), is limited; past experiences show that the implementation of the Framework and targets by national governments is very slow and complicated.

5. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation (gender roles, rights, power balance, equality, etc.) within each of the three core conditions of the GLA?

GLA Netherlands has increased its gender support to Southern partners as of 2018. Some of the partners have mainstreamed gender in their organisations, as was the case with the Friends of the Earth (FoE) network where a working group on gender justice is in place and has been reaching out to other networks and forums such as the CBD. The JET team developed a feminist view and has explicitly worked with women at the community level who have the greatest interest in access to renewable energy sources and to wood-saving cooking technologies. Southern partners have ensured equal opportunities for women and men in capacity-strengthening activities. In most countries, special attention has been given to highlight the women in campaigns, and women-only CSOs and female IP leaders.

Outcomes have been *relevant* for women by supporting them to (further) develop income-generating activities based upon NRs, enabling them to meet their direct needs (*benefits*). Women have increased their *decision making power* at the community level and beyond. Examples include 1) female organisations chairing CSO coalitions at the watershed level, 2) women having become active as community and tribal leaders, 3) IPLC women chairing community forest-management committees, 4) gender-sensitive bylaws being introduced as part of strengthening the performance of IP organisations and 5) members of FoE International's gender justice workshop becoming members of the CBD Women Caucus and addressing CBD working group meetings, as well as taking part in plenary sessions of the of the CFS.

With regard to *securing land tenure rights or access* to NR for women, little information was obtained, except for Bolivia where gender dimensions were integrated into forest policies and practices by GLA partners. In Ghana, women in matrilineal societies who own trees will benefit from their tree tenure rights, if the amendment of the concession law is approved by the Ghanaian cabinet.

Transformative gender roles for women but *not for men* have been noticed in most landscapes, although at a very limited scale. Women initiated or took part in campaigns against the construction of dams, mining concessions, and geothermal power plant projects in their areas. The increased decision making power obtained by women also shows that the programme has contributed to transformative gender roles for women. However, the evaluators remain cautious on the transformative character of some of these findings; for example, in Indonesia, the women-led resistance may have emerged when violence against women activists was seen as an effective framing to draw public support, or as a means to decrease violence by police during demonstrations. The Southern partner in the Central DRC

observed that the 30% of artisanal logging businesses being managed by women does not necessarily reflect a transformation, and that the evaluation needs to be nuanced and take into account the fact that some women replace their husbands who are civil servants and therefore not allowed to do business.

At the international level, both the 2021–2030 Biodiversity Framework of the CBD and the recommendations formulated in CFS meetings emphasise a need for the appropriate recognition of gender equality, women's empowerment and gender-responsive approaches, and to respect their rights and access to forest and land tenure, agriculture and forestry support services, and so on. It is against these international commitments that the next programme could prepare itself to foster gender justice and transformation.

6. What does this mean for the country/thematic TOCs? Recommendations

The implications for the programme ToC will be presented in the section on governance and programme implications

The relationship between the international ToCs and their relevance for IPLCs and women differs from one theme to another. The agro-commodities theme and its outcomes can be best characterised as providing an enabling environment for IPLCs in terms of countering deforestation and landgrabs by corporations. The evaluation of the FLG theme has mainly focussed on the influence of international forums such as the CFS and the CBD and, like those outcomes obtained by the agro-commodities theme, they have the potential to create an enabling environment for IPLCs and women in the long term. The JET theme started in a similar way in terms of addressing oil extraction and pollution caused by international companies, but increasingly its focus shifted towards renewable energies. Its bottom-up approach has been of direct relevance for IPLCs. In future international themes, it is recommended that the relationships between the relevance for IPLCs and women (and men) and the thematic ToCs are made more explicit. The evaluation has obtained *indications* that highlight the relevance of the outcomes for IPLCs and women; however, the evaluation was not able to give an indication of *the extent to which outcomes* were relevant in quantitative terms.

When addressing *gender*, the evaluation recommends developing more explicit gender strategies and to formulate gender-specific ambitions for the outcomes at the start of the programme. Gender mainstreaming preferably addresses root causes for inequality, as well as the direct needs and strategic interests of women and men. This may occasionally require gender-specific interventions. Transformative changes in the gender roles of both men and women may catalyse further changes in terms of securing livelihoods and the sustainable management of NR.

The evaluation recommends paying explicit attention to the relationship between livelihoods and the sustainable use of NR. The mid-term evaluation of the programme observed this delicate balance, and it merits a more prominent place in the design of future ToCs, even though no financial means are available from the MoFA. Even back in 2015, the GLA's programme document mentioned that synergies were to be identified between programmes and experts in the position to foster sustainable livelihoods.

The relevance of the JET programme is high for both IPLCs and women. A follow-up to this programme would preferably continue with this bottom-up approach to empower these communities by connecting them in citizen and CSO networks that demand access to renewable energies from their duty bearers; elected representatives and governments.

The binding CBD measures already in place and those that will be adopted in 2021 provide opportunities for Southern partners to engage with the public sector and (local) governments to encourage them towards an increased recognition of the role of IPLCs in fostering biodiversity through communal governance mechanisms, including the Indigenous and Community Conserved areas (ICCAs). GLA could support the institutional changes needed in their respective countries to implement these measures.

For both country and thematic programmes, the evaluation recommends paying attention to the relevance questions when *designing the ToCs and ToAs*. The identification of those strategies and intermediate outcomes most likely to change the rights, benefits and participation of GLA's constituencies will trigger them to become organised to take joint action. A similar approach should be applied for gender justice. This could become part of the critical ex-ante assessments of the ToC and the ToA.

In addition to these recommendations on the ToCs and ToAs, the future M&E system would be improved by the inclusion of quantitative data on how IPLCs, men and women have benefitted from outcomes reached by the programme in terms of rights, benefits and participation in decision making and spatial information.

Sustainability and contributions of outcomes

7. To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? These core conditions are:

- **security of land tenure, or access to land and resource use**
- **inclusive decision making on land use,**
- **nature-based, sustainable approaches to the management of forested landscapes**

With regard to the country programme, the contributions have been as follows:

Security of land tenure, or access to land and resource use

Most of the strategies to increase land tenure or access rights in the country programmes made use of existing rules and regulations. The obtention of these typically communal rights made management committees feel more secure in some countries, while in other countries these committees still did not feel protected against corporations and the State overruling these rights. The new or improved land-related laws for which Southern partners and their networks in Ghana, DRC and the Philippines lobbied are in their final stage of approval, but these decisions can still be influenced by national elections, as well as negotiations behind closed doors.

The *agro-commodities theme* has made contributions to policy changes that could prevent land grabbing and deforestation by corporations in *the long term*, and in this way may offer opportunities to IPLCs to secure their own rights. For the *FLG theme*, the discourses in the CFS and in the first drafts of the 2021–2030 CBD framework are promising, but those of the CBD require considerable follow-up at national and subnational levels.

Inclusive decision making on land use

The most frequently used strategies enhancing participation in decision making on land use are four-fold:

- Participation in government-led spaces and forums, such as TWGs where the rules and regulations regarding land and NR (user) rights are being harmonised, and committees in charge of spatial planning;
- Participation in the decision making about the use of communal land and NR titles or permits. Due to COVID-19, the evaluators have not been able to assess the inclusiveness and transparency of decisions taken by the management committees;
- Civil organisations, networks and movements to lobby governments for new or improved land and NR laws, rules and regulations;
- Southern partners, the CSOs they are working with and local communities (IPLCs) have obtained an increased control over their surroundings and monitoring tools to protect forests and NRs and take action when needed, by filing complaints or using grievance mechanisms, be they national or international. Both the country and thematic programmes contributed to this;
- Through the agro-commodities and FLG themes, Southern partners have addressed issues on behalf of their constituents. The CFS is the first global meeting where civil society and grassroots organisations engage in a dialogue on equal footing with public and private sector representatives.

Nature-based, sustainable approaches to the management of forested landscapes

Several strategies have been developed in the country programmes to strengthen the sustainable management of NR. The most frequently used strategies were:

- Ecosystem maintenance and forest restoration activities, which are said to have increased the forest cover in one of the Indonesian landscapes;
- Supporting community-based enterprises to improve local livelihoods and the introduction of agroforestry at the farm and community level;
- A first river basin-wide Payment for Ecosystem Services (PES) system in the Philippines being accepted and in the process of operationalisation;
- Efforts to stop the expansion of plantations/concessions and addressing infringements upon regulations by monitoring and filing complaints at the national and international level, implemented by both country and thematic programmes, in particular by the agro-commodities and JET themes. Whereas the agro-commodities theme addressed landgrabs and deforestation by the agricultural sector, JET delayed oil extraction projects, contributed to the clean-up of polluted environments and made IPLCs aware of renewable energy devices such as solar panels and cook stoves that save firewood.

The M&E system in place has not kept track of quantitative data to assess the extent to which the programmes contributed to the three core conditions at the landscape level.

8. To what extent are the outcomes of the GLA expected to be lasting? Why or why not?

A traffic light system has been used to draw conclusions about the sustainability of outcomes, with green indicating that they are likely sustainable for the next two years, orange meaning that more support will be required towards making outcomes sustainable and red meaning that outcomes are not likely to be sustainable.

Most outcomes obtained in the country programmes are in the *orange-to-green* and *green* zones. The factors underlying this categorisation are the need for the continued support of IPLCs, CSOs, SMEs and their federations to create and maintain momentum of coalitions that are 1) lobbying their governments to approve land-related laws, 2) lobbying their governments to abide by their own rules, 3) involved in suing the government, and 4) campaigning against corporations and government entities that threaten the forests and NRs on which IPLCs depend. Other outcomes that are not yet sustainable are those that support the livelihoods of IPLCs that allow them to sustainably manage their land and NRs. Sustainable (green) outcomes have been the result of bottom-up, multi-stakeholder and systemic approaches. These started with securing land and/or NR (user) rights, harmonised spatial management plans and IPLCs taking their legitimate seats in government-led spaces, such as local councils, technical working groups and multi-stakeholder platforms.

Some outcomes in the Eastern DRC and in Bolivia are in the *red* or *red-to-orange* zone, because of the 1) unstable political context or weak institutions, which seriously constrain collaboration with the public sector; 2) widespread insecurity, which can only lead to location-specific outcomes with a short duration; and 3) outcome pathways that were not relevant for IPLCs and therefore did not generate many outcomes (DRC).

The approval of the new land law by the national Government of the DRC and a provincial bylaw on land management in the DRC are in the *orange* zone. Although they are on the agenda, they have not yet been approved. The judicial system that is now capable of sentencing perpetrators of environmental crimes needs further support to sustain its performance.

The outcomes of the international themes are in the *orange-to-green* zone. Most outcomes are works in progress that started before the GLA programme and will continue after it. More concrete outcomes that will be sustained for the coming years are the end of the biofuel target of the EU, the recommendations made by the CFS and the post-2020 CBD Biodiversity Framework drafts that, in their current form, contribute to the three conditions *on paper* and will be adopted during COP 15. The JET theme requires further finance to build IPLC coalitions, who will lobby their governments to invest

not in oil extraction but in renewable energies. JET's work on the Export Credit Agencies (ECAs) is to be considered in its initial stage, and will be continued in the next phase.

9. To what extent and how do the achieved outcomes contribute to the indicators in the IGG frameworks for climate resilience, water and food security?

The outcomes obtained in the *country programmes* have contributed to:

- The food and nutrition framework, except for improvement of people's nutritional situation, which is beyond the scope of this programme;
- Water is used sustainably and equitably, ensuring the needs of all sectors and the environment are met, as outlined in the water results framework;
- The results framework of climate policy on forests; however, major deforestation threats caused by the expansion of agricultural plantations, mining concessions and other industrial plants have proven very difficult to address.

The contributions of the *international themes* to these frameworks are very indirect and could possibly increase in the long term.

Evaluating the indicators of these frameworks requires quantitative data, which have not been obtained.

10. What do the contributions to the core conditions and the sustainability of outcomes mean for the country/thematic ToCs? Recommendations

The implications for the programme ToC will be presented in the section on governance and programme implications

Most implications for the country and thematic ToCs have already been described above. In addition to these, the evaluation recommends fostering the *institutional sustainability* of outcomes, which are often long-term trajectories as has been exemplified by some country and thematic programmes.

When assessing the sustainability of outcomes, an important explanatory factor not yet mentioned is that most country and thematic programmes have continued and expanded their interventions based upon past networks, results and experiences. This programme embeddedness adds to the sustainability of outcomes in the longer term.

Whereas most country programmes already used existing regulations to secure land and NR (user) rights for IPLCs in favour of institutional sustainability, it is recommended that institutional sustainability be fostered with regard to inclusive decision making on land use and to nature-based sustainable approaches to the management of landscapes.

With regard to inclusive decision making, IPLCs and SMEs in some countries have become change agents by taking the driver's seat in lobbying government or corporations, or by taking part in government-led spaces created by laws and regulations. The strategic use of these spaces will most likely further support sustainability. For this to happen, the further strengthening of IPLC organisations and movements, as well as those of SMEs, is a prerequisite.

As already mentioned, IPLC livelihoods need to be secured as one of the strategies promoting sustainable land use and the nature-based sustainable management of forested landscapes. This is an important assumption that needs to be in place in most countries, and therefore financial and technical support, as well as market intelligence from other funding sources, must be secured.

Next to these, the institutional sustainability of the country programmes is most likely to be improved when a landscape approach is being further developed, based upon (bottom-up) spatial planning processes in which IPLCs and SMEs take part. These processes could foster the transparency of existing claims on land and NR, as well as identify those areas subject to deforestation, landgrabs, oil extraction or environmental pollution.

Where appropriate, the international themes could provide support for country programmes to address international corporations or their investment partners allegedly being involved in deforestation or land grabbing. They could also contribute to 'sustainable cocoa, soya or oil palm landscapes' or to 'JET landscapes'. These international themes would address global-level issues to obtain localised outcomes at the landscape level.

In addition to the critical assessments of the ToCs and the ToAs for effectivity and relevance, the evaluation suggests to include the assessment of institutional sustainability. These critical assessments are worth conducting at the start of the programme and throughout its duration, including an evaluation of the influences of external factors and a check of whether the assumptions are still in place or if additional action is required.

Governance and programme implications

11. How useful and efficient were GLA governance structure, co-operation, co-ordination, PMEL and other programme approaches? What were best practices, and what can be improved? How flexible and adaptive was the programme, e.g. in adapting to changing contexts and civic space, and partner needs or learning? What have GLA partners done to maximise efficiency?

Governance

GLA's governance structure consisted of a steering committee, the three executive directors of the consortium partners, chaired by MD, the lead partner. Senior Programme Co-ordinators were in charge of ensuring coherence and constructive collaboration between the three partners, and between the steering committee and other management groups such as the core group, which was in charge of the day-to-day management, and the PMEL group.

The co-operation and co-ordination between the three Alliance partners, as well as their Southern partners, has grown stronger over time. The entire partnership has increased its performance, which was noticed by external resources persons. Important factors that fostered trust and synergies were the following:

- A continuous focus on the common GLA goals that every person and every management structure adhered to over time;
- Different roles played by the consecutive Senior Programme Co-ordinators in line with the different phases that the Alliance went through and the associated changes to its needs;
- Personal attitudes to overcome differences;
- Constructive dialogues to overcome differences and, where needed, 'agree to disagree'.

The most useful governance principles that were developed at the beginning of the Alliance consisted of 1) the structure being simple, 2) responsibilities being placed at the lowest levels, and 3) everybody in the structure must be of clear added value, in particular in vertical terms.

The following *improvements* can be made with regard to these principles:

- Clarify the communication lines between the different management structures and communicate the structure to all partners;
- With regard to PMEL, ensure that partners who implement a programme together (in a landscape, country or international theme) prioritise joint planning and joint M&E reports at the landscape or country level in support of their learning and sense-making for the ToCs and ToAs, instead of those between individual Southern partners and their Dutch counterparts;
- Instead of emphasising the added value of everyone in the vertical sense (upward accountability), emphasise horizontal added value in terms of complementarity, synergies and collaboration. In addition to this, foster mutual accountability relationships between all partners.

PMEL and sense-making

Some country and thematic evaluation reports observed that, apart from the PMEL tools, no other evaluation forms were used to track progress against more operational result frameworks. These could

potentially have supported partners to take stock of how change happens, as well as to compare the results planned against results obtained and to take action.

Learning and sense-making has been introduced as a recurring practice for GLA partners working together in their respective countries. Although the guiding questions in the tool are relevant, in practice, learning sessions ranged from being a formality to an exercise towards creating synergies.

All partners in the Alliance have become familiar with ToC thinking in the past four years, and the time has come to foster their understanding of working with ToCs. Encouraging a critical review of ToCs has been suggested, not only to identify ways to increase the programme's effectiveness, but also to enhance its relevance for IPLCs and women, and to increase the sustainability of outcomes. A critical review includes the verification of whether the assumptions are in place, as well as an exploration of the influence of changes in the context and the internal logic of how change happens. Critical reviews at its inception and throughout its duration will considerably strengthen the programme. The reflection and learning meetings provide the appropriate space to further implement this recommendation.

The GLA PMEL system would enhance the learning of partners jointly implementing parts of the programme when it introduces Theories of Action (ToA). These will support learning about how change happens, what the catalysts of change are, which actors have become receptive to the introduction of changes and how to convince partners to take the next step. The joint planning, learning and reflection meetings could provide the appropriate space for partners to design these ToAs that link interventions to outcomes.

The evaluators further suggest that partners start collecting quantitative data that can assess the extent to which IPLCs have benefitted from the programme, as well as provide spatial data at the (sub-) landscape level.

Civic space

Shrinking civic space will remain an important issue of concern. During the programme, it has regularly been put on the agenda and strategies have been put in place or designed to deal with it. This issue will require further strategies and actions in future programmes.

Programme implications

12. What are the implications for the programme ToC and its assumptions?

The GLA programme has been characterised by its decentralised implementation of the country and thematic programmes, allowing for flexibility and ownership by the GLA partners that together were in charge of the implementation of parts of the programme. The future programme could benefit from a more conscious check of the coherence of the parts, with the aim of achieving systemic change. This check of coherence towards systemic change will most likely require space for deeper reflections and taking a step back. In such a situation, the creation of space for a slow but deeper and more strategic reflection is recommended, and would also benefit the Alliance culture.

Most of the GLA programme *assumptions* presented in 2.1.1 are in place, however some may require further reflection. With regard to '*Local communities, entrepreneurs and governments are sensitive to incentives to change their practices*', the evaluators found evidence that IPLCs, having obtained land and NR (user) rights, are inclined to sustainably manage the areas under their control in Indonesia and the Philippines. As for entrepreneurs, a distinction should be made between those who sympathise with the GLA programme and those who want to run their businesses as usual (most often corporations). The programme has shown that highlighting malpractices in public campaigns, as well as lobbying the financial sector and the EU, provide some incentives for change, but may require further strategies. As is the case for entrepreneurs, governments consist of different ministries and directorates, some of which promote the sustainable management of NR while others do not (examples from the DRC, the Philippines, the Netherlands); thus, each ministry and its administration require different incentives.

With regard to *'Practices change when politicians and corporates can no longer ignore the demands of CSOs representing large groups of citizens'*, the evaluations only confirm this to a limited extent, partially because some outcomes that mobilised impressive CSO coalitions as representatives of IPLCs and citizens are still pending, such as is the case with the tree tenure reform in Ghana, and the land laws in the DRC and the Philippines. Mobilisation through social media and campaigns within the agro-commodities theme have, however, resulted in outcomes at the EU level.

With regard to *'When the direct concerns and strategic needs of IPLCs and SMEs are being addressed, they may become catalysts of change'*, examples have been found in some of the country programmes, and it may be worthwhile testing these.

1 Introduction to the evaluation

1.1 GLA programme

The Green Livelihoods Alliance (GLA) is an alliance of Milieudefensie (MD, Friends of the Earth Netherlands), IUCN National Committee of the Netherlands (IUCN NL), Tropenbos International (TBI) and the Dutch Ministry of Foreign Affairs (MoFA). Together, they implemented the *Forested Landscapes for Equity programme*, starting in 2016 and ending in 2020. This programme is part of the Dutch Partnership programme on dialogue and dissent.

The GLA Forested Landscapes for Equity programme is an initiative that aimed for inclusive and sustainable governance of forested landscapes and safeguarding natural services that forests provide, (i.e. climate resilience, biodiversity, and food and water security), often referred to as 'International Public Goods' (IPGs).

The GLA operated in nine focus countries (and within these countries, sixteen landscapes) — Bolivia, Democratic Republic of Congo, Ghana, Indonesia, Liberia, Nigeria, the Philippines, Uganda, Vietnam — and worked across three thematic programmes addressing the wider root-causes of deforestation at international level: Agro Commodities, Forest and Land Governance, and Just Energy Transition, that also collaborated with GLA partners in Paraguay, Togo and Cameroon. For each of these country and thematic programmes, GLA partners developed a Theory of Change (ToC), based on the GLA programme ToC.

The Forested Landscapes for Equity programme “*seeks to influence policies and practices of public, private and civil actors who contribute to the inclusive and sustainable management of forested landscapes, through (capacity building for) lobby and advocacy.*” The GLA ToC considered three core conditions² necessary for sustainable and inclusive forest governance:

- Security of land tenure, or access to land and resource use;
- Inclusive decision-making on land use; and
- Nature-based, sustainable approaches to the management of forested landscapes.

Furthermore, GLA acknowledged and addressed drivers of deforestation, which operate at multiple levels (from local to global), through thematic programmes.

To ensure the above, the GLA aimed for:

1. Capacity development of Civil Society Organisations (CSO) and local communities;
2. Improving local, regional and national policies (of public and private actors) in favour of inclusive and sustainable forested landscape governance;
3. Empowering civil actors and local communities and/or changing practices of local communities in favour of inclusive and sustainable forested landscape governance;
4. Improving international policies, including within the European Union (EU) and in the Netherlands in favour of inclusive and sustainable forested landscape governance;
5. While considering the following cross-cutting issues:
 - Inclusiveness/gender equality, in all intervention areas as well as the three core conditions;
 - Adapting to a changing civic space;
 - Creating synergies towards shared objectives South/South, North/South, and North/North.

The GLA Alliance and its Southern partners wanted to learn from the successes, failures and successful and less successful approaches of the programme. They have therefore commissioned an independent end-evaluation for 2020. The evaluation has been led by Wageningen Centre for Development

² The conditions mentioned here do not figure in the programme ToC, though they can be considered as necessary, yet insufficient causes for inclusive and sustainable management of forested landscapes.

Innovation (WCDI), part of Wageningen University & Research (WUR). Six consultants (four women and two men) were trained to conduct the country evaluations. The three thematic evaluations have been conducted by WCDI staff.

This report presents the evaluation findings of the Forested Landscapes for Equity programme, based upon the findings of five country evaluations, three thematic evaluations and an evaluation of the governance of the programme.

1.2 The Terms of Reference

The Terms of Reference (ToR) of the evaluation, as drafted by GLA, stated that the evaluation is meant to:

- Account for programme results to the Dutch Ministry of Foreign Affairs, and to in-country stakeholders, including Indigenous People and Local Communities (IPLCs);
- Foster internal learning to improve the design and implementation of new programmes and projects by Alliance members and their partners.

The aim of the country evaluations was to meet both the accountability and the learning purpose of the evaluation. This implies that GLA partners in-country and the organisations that they are working with (by means of memorandums of understanding or subcontracting) were engaged in a learning process during the evaluation. The complete list of evaluation questions is the following:

For measuring effectiveness and contribution:

1. To what extent has the programme contributed to improved L&A capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to lobby & advocacy outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?
2. To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favour of GLA programme objectives?
3. Which strategies were effective, which were not, why and what can be learned from this?

With regard to relevance and cross-cutting issues:

4. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and indigenous people (IP) and/or for values of the GLA alliance such as climate resilience and biodiversity? To what extent and how has the programme contributed to changes in rights, benefits and participation of local communities, in particular for indigenous people (IP)? What does this mean for the GLA and its country/thematic ToCs?
5. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA?

For impact & sustainability:

6. To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions? These core conditions are:
 - security of land tenure, or access to land and resource use
 - inclusive decision-making on land use
 - nature based, sustainable approaches to the management of forested landscapes
7. To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic ToCs and type of interventions?
8. To what extent and how do the achieved outcomes contribute to the indicators in the IGG frameworks for climate resilience, water and food security?

For efficiency & governance:

9. How useful and efficient were GLA governance structure, cooperation, coordination, PMEL and other programme approaches? What were best practices, and what can be improved? How flexible and adaptive was the programme, e.g. in adapting to changing contexts and civic space, and partner needs or learning? What have GLA partners done to maximize efficiency?

1.3 Reading this report

Terminology

This report uses the following terminology to facilitate reading. The GLA consortium represents the three Dutch NL partners, IUCN NL, TBI, Milieudefensie and the Dutch Ministry of Foreign Affairs. Each of these partners work with partners in GLA 'target' countries. The report refers to those partners as 'Southern' partners.

Provision

The methodological choices that were made have implications for the way the evaluation findings should be interpreted. Chapter 3 provides an elaborate description of these choices and their consequences. The reader who chooses not to read this chapter of the report should take the following into account:

- ! The evaluation focused on a strategic sample of the outcomes achieved by GLA. This report therefore should not be considered to provide an overview of all GLA's achievements.
- ! This report is a synthesis report based on the findings from the country, thematic and governance evaluations. Depending on what was reported as part of these evaluations, initiatives that were started outside these domains may not have ended up in this report.

Reading the report

After this first Chapter the Forested Landscapes for Equity programme is presented in Chapter two. In Chapter three the evaluation methodology is provided, with a description of the samples taken in Chapter four. The evaluation findings as reported in the country reports are presented and analysed in Chapter five and those of the three thematic evaluation reports in Chapter six. Findings on Governance and Efficiency are presented in Chapter seven, and these will include recommendations for the programme ToC. And finally, conclusions and recommendations will be presented in Chapter eight. The annexes present an overview of resource persons for each country, landscape, and international themes, provide an overview of the main references consulted and the executive summaries of all evaluations.

2 Forested Landscapes for Equity

2.1 Context and rationale: how it started in 2016

2.1.1 Programme Theory of Change

GLA's partnership worked for the inclusive and sustainable governance of forested landscapes in which local communities enjoy inclusive and secured access to ecosystem services. Strong civil society coalitions can effectively (help to) voice community concerns and influence corporate and governmental stakeholders to comply with binding and non-binding regulations, integrating social and ecological standards into their policies and practices, and introduce alternative forest governance solutions.

The Alliance aimed for strong CSOs influencing policies and practices as intermediate outcomes, which are needed to achieve inclusive and sustainable forested landscapes. GLA partners and the consortium worked together in a joint overarching strategy for change, using an array of complementary interventions. Recognising each other's interests and capacities, they would assume different roles, ranging from watchdog to innovative change agent.

A mixture of influencing strategies from collaboration to confrontation were used to increase public awareness and create political and corporate will to adopt inclusive and sustainable policies, and put these into practice. Reliable and verified evidence obtained through participatory monitoring provided the legitimate basis for this Lobby and Advocacy (L&A).

CSO's capacities for L&A were being supported by GLA to 1) create a validated evidence base; 2) build strong coalitions; and 3) develop clear and strategic communication. A prerequisite was securing political and operational space and strengthening the organisational and financial capacity of CSOs to sustain programme activities beyond 2020.

With regard to stakeholders important for the programme, the Alliance gave a voice to local communities through legitimate CSOs working for inclusive and sustainable governance of forested landscapes. Other stakeholders identified consisted of governments at different levels; the private sector (including finance institutions); global, multilateral and bilateral bodies like the EU, OECD, the CFS and the UN; national and international donors supporting CSOs (having a strong influence on executive and legislature powers and on multinationals) and the public opinion in the North and the South that have the potential to influence governments and businesses.

The Alliance also formulated a number of assumptions, external factors for success and risks that are presented in the following table. Mitigation strategies to overcome the risks were also formulated.

Table 1 GLA programme Assumptions, Factors for Success and Risks formulated at inception.

Assumptions	Factors for Success	Risks
Halting deforestation and restoring degraded forested landscapes ensures continued provision of international public goods (IPGs).	Dutch aid and trade policies are coherent and coordinated.	Government actors unwilling to change policies or implement effective compliance programmes
Local communities, entrepreneurs and governments are sensitive to incentives to change their practices.	Governments and corporations increasingly recognise the importance of good governance (CSR) and the rights of local communities (FPIC).	Government actors repressing CSO activities
Government and corporate policies influence drivers of deforestation and forested landscape degradation.	The public have a strong interest in social justice and environmental sustainability.	Competition for donor funds has a negative impact on collaboration between CSOs
Practices change when politicians and corporates can no longer ignore the demands of CSOs representing large groups of citizens.	New technologies facilitate further inclusion of communities in monitoring.	Differences of opinion within the CSO coalitions networks
CSOs can lobby governments more effectively when they work together.		Lack of CSO support from local communities
CSOs are effective when they use reliable and verified evidence to underpin their actions.		Shortage of experienced and sustainable CSOs
CSOs actively participate in networks and coalitions and share knowledge.		Achieving outcomes beyond the funding cycle
CSOs are effective in driving policy change when they have legitimacy and voice the concerns of local communities		

Source: Theory of Change. Forested Landscapes for Equity: Application form 'DIALOGUE AND DISSENT' for Strategic Partnerships in the Area of L&A. Green Livelihoods Alliance 2016.

Formulation of country ToCs

The Alliance's programme ToC can be characterized as a framework based upon which partners in GLA countries designed their own ToC, taking into account their contexts, past experiences to build on and other practices. Some countries (Indonesia, the Philippines, and Democratic Republic of Congo (DRC)) developed landscape specific ToCs. In its *sphere of control*, the programme ToC offered a multiple choice menu of capacities to be strengthened for partners themselves and for their respective partners and coalitions, leading to joint evidence-based actions. In its *sphere of influence*, another multiple choice menu of L&A strategies towards increased public awareness, and political and corporate determination to change policies was presented. These changes in public awareness and public sector and corporate policies in turn contribute to the *sphere of interest* in terms of inclusive and sustainable management of forested landscape and to International Public Goods (IPG). The programme ToC for the Forested Landscapes for Equity programme can be found at the following website: <https://milieudefensie.nl/actueel/green-livelihoods-alliance>.

Formulation of the international themes

Whereas the country (or landscape) ToCs oriented interventions from local to national level, a general consensus was obtained at the global inception meeting³ that some transcending international drivers of deforestation and the degradation of landscapes require overarching global lobby and advocacy strategies. Three key themes were identified: 1) Agro commodities (palm oil and soy in particular); 2) Forest and land governance, and; 3) Extractives (crude oil and gold). The Agro commodities theme had already started at inception, and the two other themes were developed in the course of the programme and changing. The focus of the extractives-theme later shifted to a 'Just Energy Transition (JET)'.

³ Overarching Inception Report. 2016. Green Livelihoods Alliance.

2.1.2 Implementation partners

The following table presents the partner relations between Dutch and Southern partners as of 2019.

Table 2 Overseas partners according to country, landscape and GLA consortium partner.

Country	Landscape	MD/FoEI	IUCN-NL	TBI
Bolivia	Chiquitania		PROBIOMA, SAVIA, CEDIB	IBIF
Democratic Republic of Congo (DRC)	Eastern landscape		IFDP, ACEDH, IDPE, CREDDHO, CEPED, FECOPEILE, SUWE	
DRC	Central landscape			TB DRC
Ghana	Juabeso-Bia landscape			TB Ghana
Ghana	Atewa landscape		A Rocha	
Ghana	National level	FoE Ghana		
Indonesia	Lariang landscape		NTFP-EP	
Indonesia	Mudiak Baduo		KKI-WARSI	
Indonesia	Gunung tarak			TB Indonesia
Indonesia	National and landscape	WALHI		
Liberia	National and Sinoe County	SDI	SCNL	VOSIEDA
Nigeria		ERA		
Philippines	Maquindanao	LRCKSK		
Philippines	Sierra Madre		NTFP-EP	
Philippines	Cagayan de Oro		Samdhana	
Philippines	National			Forest Foundation Philippines
Uganda	National		AFIEGO	
Uganda	Kalangala landscape	NAPE		Eco Trend
Vietnam	Serepok River Basin		PanNature, VietNature	TB Vietnam

GLA Partner contact details 2020

Contracts and partnerships have been ended with some Southern partners for various reasons, while new partner relations started also in 2016 or 2017.

2.2 GLA's planning, monitoring, evaluation and learning system

GLA's Planning, Monitoring, Evaluation and Learning (PMEL) system was developed by the GLA PMEL team in the Netherlands. This included the guidelines for developing country, landscape and thematic specific ToCs. The team described GLA's PMEL framework and provided guidance for setting up a PMEL framework at CSO, country and international theme level. The framework envisioned a synchronised yet decentralised approach within the consortium⁴.

Most important tools upon which the PMEL framework was based were the Capacity Analysis Tool (CAT, usually referred to as the CAT tool), the outcome harvest (OH) method, reflection and learning meetings, annual workplans and reports per partner. All outcomes harvested were recorded in an Excel outcome harvest database.

The *CAT tool* was developed to monitor and evaluate capacity development strengthening of GLA partners. The tool was adapted from the 5C (capabilities) framework of ECDPM⁵, and assessed

⁴ GLA.2016. PMEL Manual Green Livelihood Alliance (GLA).

⁵ <http://www.ecdpm.org/5Cs>

partners' perceptions with regard to five core capacities needed to become effective in lobby and advocacy. Indicators were developed that relate to the:

1. Capacity to generate and use verified evidence;
2. Capacity to build strong coalitions;
3. Capacity to develop clear and strategic interventions;
4. Capacity to continuously learn for improvement;
5. Capacity to guarantee sufficient ability for effective lobby and advocacy.

The tool was designed to help create GLA partner's awareness on 'what capacity is available', 'what capacity is needed' and how the programme could contribute to building the required capacity. It was used at baseline in 2016 and again in 2019.

An *Outcome Harvesting* database compiled country outcomes achieved on a yearly basis at country and at international theme level. GLA used the outcome harvesting method to take stock of results obtained through the programme⁶. The database specifies among others these outcomes, their significance and the contribution GLA partners made to achieve these results.

During *annual reflection & learning meetings* at country and thematic level, GLA partners assessed the validity of their ToC and its assumptions. The PMEL team suggested the following questions to be taken into account during these meetings:

1. What were the most effective strategies in changing policies and practices? Why?
2. Do coalitions of CSOs more effectively reach a joint goal in lobby and advocacy efforts than operating in isolation? Why/Why not?
3. To what extent and how are the interests of all stakeholders – public, private, and civil sector actors – equally represented in governance and decision-making at landscape level? How does this influence nature based and sustainable management of forested landscapes?
4. Which efforts were made to include underrepresented, ignored or excluded stakeholders in governance and decision-making at landscape level? To what extent were these efforts successful? Why/Why not?
5. Are the assumptions still in place and what does this say about the ToC?

2.3 GLA's governance

The following committees and groups ensured GLA's governance throughout the programme:

- The steering committee, comprising of the three executive directors, with MD assuming the lead;
- The senior programme coordinators, in charge of ensuring coherence and constructive collaboration between the three alliances partners, ensuring coordination with the core group and the PMEL team;
- The core group, ensuring day to day management and preparing overarching issues to be decided upon by the steering committee;
- The PMEL group in charge of designing and implementing the PMEL system.

The GLA Partnership also formulated five governance principles:

1. The structure is simple;
2. Responsibilities are placed at the lowest levels possible;
3. Steering takes place in advance on the basis of well-defined frames/conditions;
4. Review takes place afterwards on the basis of frames/conditions with a limited number of indicators in advance; and
5. Everybody in the structure must be of clear added value in relation to the level above and below.

⁶ http://www.managingforimpact.org/sites/default/files/resource/wilsongrau_en_outome_harvesting_brief_revised_nov_2013.pdf

3 Evaluation methodology

This Chapter presents the design of the evaluation methodology, the evaluation focus, methodology for data collection, and limitations and changes of the evaluation.

3.1 Evaluation methodology design

3.1.1 Justification of the methodology

The Dutch partnership programme for dialogue and dissent distinguishes two main components, that of building capacities of CSOs and IPLCs who in turn influence policies and practices of public and private sector organisations, as well as those of citizens. Cause-effect relations in this programme are complex by nature: they are highly dependent on the contexts in which the programme is implemented, its point of departure at inception, other actors and factors that influence the course of action and possible outcomes, as well as interventions made by the programme.

In terms of causal inference, the direct attribution of outcomes harvested being caused by interventions is very unlikely. Outcomes that reflect behavioural change are most likely explained by a combination of external actors, factors, and assumptions about change and interventions. Extensive research on behavioural change highlights that three conditions need to be in place for behaviour to change: It requires:

- *Capabilities*: the individual's psychological and physical capacity to engage in the activity concerned. This includes having the necessary knowledge and skills;
- *Motivation*: all those brain processes that energize and direct behaviour, not just goals and conscious decision-making. It includes habitual processes, emotional responding, as well as analytical decision-making;
- *Opportunity*: all the factors that lie outside the individual that make the behaviour possible or prompt it.⁷

All three need to be in place for behavioural change to happen. If one is missing, behavioural change is not likely to happen. The three conditions mutually reinforce each other.

Because of the complex nature of the programme, a Theory-Based Evaluation methodology was selected: Contribution Analysis (CA). CA assesses the extent to which (parts of) the causal pathways, including assumptions about cause-effect relations, about the premises of the programme, about risks and external influences can be confirmed or refuted. The evaluation identified those components that together are sufficient and/or necessary to explain outcomes obtained or not. The Contribution Analysis was conducted in six steps:

1. Obtain initial understanding of the outcome pathways to be addressed, based upon preliminary information mobilised during the inception phase;
2. Clarify (parts of) the theory of change of the pathway under evaluation and risks to it and make the ToC evaluable. This results in a planned story of change;
3. Gather existing evidence that confirms or refutes the planned story of change;
4. Collect additional information from outside information sources to assess cause-effect relations and to substantiate the story of change as it was planned;
5. Seek out additional evidence to assess the nature of the contribution made by GLA towards the outcomes achieved;
6. Revise/ strengthen the story of change as it happened and identify the role of GLA and its networks.

⁷ Mayne, J. 2019. Developing Useful Theories of Change for Complex Settings; An Evergreen Briefing Note.

An important question to answer in CA is: What configurations of factors are necessary and/or sufficient for the effect to happen?⁸. Box 1 presents the different relations that may exist between causes and effects.

Box 1: Necessary and sufficient causes, causal packages as used in Contribution Analysis

In complex change processes, most often one intervention will often not directly lead to an effect (outcome): The following relations between interventions and their outcomes are possible and conclude about contributions being made. Interventions may be:

- Both necessary and sufficient: The intervention always leads to the effect and is the only way to get there.
- Necessary but not sufficient: The intervention is a necessary precondition for the effect but will not make it happen without other 'helping factors'.
- Sufficient but not necessary: The intervention is one way to arrive at the effect but there are other ways to achieve the effect.
- Neither necessary nor sufficient but a contributory cause: The intervention is a vital part of a 'causal package' of causal factors that together are sufficient to produce the effect. In this package, the intervention has to be necessary, implying that without the intervention there is no effect.

3.1.2 Evaluation methodology

Wageningen Centre for Development Innovation (WCDI) submitted its full proposal to GLA, ensuring that it served both the purpose of account for findings to MoFA and that of fostering learning among GLA partners⁹.

Contribution Analysis (CA)¹⁰ was chosen to answer questions related to *effectiveness, impact at landscape level and contributions*. A Qualitative Comparative Analysis (QCA) was proposed in the evaluation design; its execution depending on the quality of information obtained in the country evaluations.

Based upon GLA’s programme ToC, WCDI drafted a ‘generic structure of the ToC’, which helped evaluators to organised results (outputs, intermediate outcomes and impacts) with in the spheres of Control, Influence and Interest. This ToC does not reflect the many relations between the different outcome categories, which differ from situation to situation.

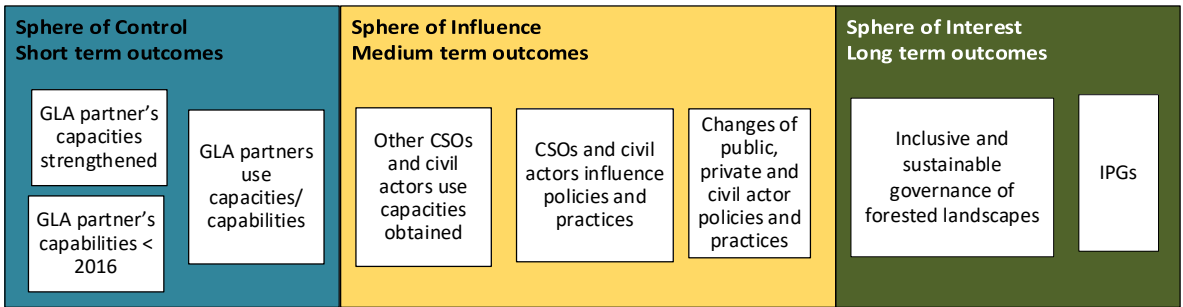


Figure 1 Generic structure of the ToC.

⁸ Befani, B. and Mayne, J. 2014. Process Tracing and Contribution Analysis: Generative Causal Inference for Impact Evaluation. In *IDS Bulletin* Volume 45 Number 6 November 2014.

⁹ Dieuwke Klaver, Hermine ten Hove, Indira Moreno Echeverri and Jarl Kampen. 2020. End evaluation of the Forested Landscapes for Equity Programme: Full proposal for the Green Livelihoods Alliance. Wageningen Centre for Development Innovation and Wageningen Plant Research, Biometris.

¹⁰ Mayne J., 2012. Contribution analysis: Coming of age? *Evaluation*, 18(3), 281–293.

The original evaluation questions for *relevance of the outcomes* for IPLC and for women asked for the assessment of contributions being made towards transformative change, which was operationalised in terms of changes in rights, benefits and participation by IPLC and women.

Questions related to the *sustainability of outcomes* were assessed through a risk analysis, answering the following questions:

1. What risks have an influence on the sustainability of outcomes achieved?
2. How likely is it that the risk occurs within two years (see Figure 2 for differentiation of risks in terms of likelihood and significance)?
3. What is its likely impact upon inclusive and sustainable management of forested landscapes?

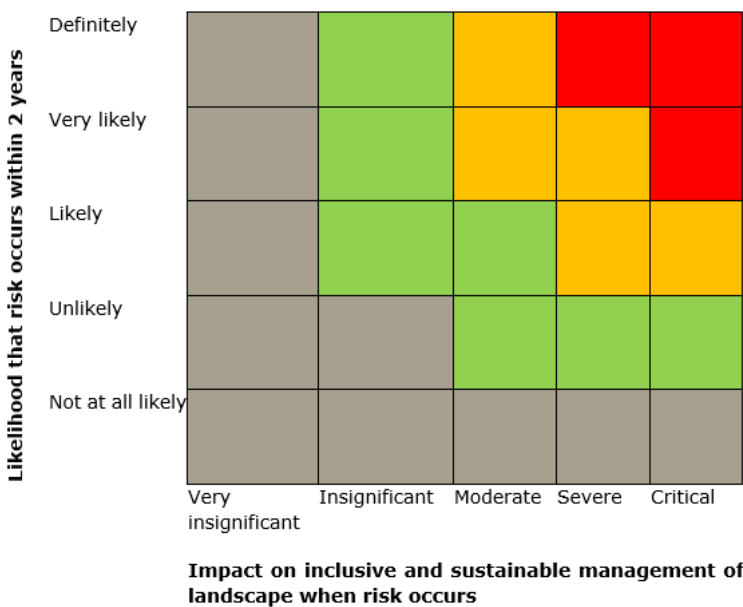


Figure 2 Sustainability risk analysis.

The *governance and efficiency evaluation* was based upon the governance structure as designed by GLA and governance principles described in an internal note of GLA in 2017. Interviews were organised with representatives of various of these management structures and with the Dutch MoFA. To obtain a Southern perspective, GLA partners in the Philippines, Ghana and Liberia were interviewed and the country evaluators were invited to share their observations on governance and efficiency.

3.2 Evaluation focus

The evaluation comprised both country and three international programmes, and the governance of the programme. Initially, nine country evaluations were foreseen, which were reduced to six countries during the inception period, mainly as adaptation to the covid-19 pandemic, which coincided with the start of the evaluation.

3.2.1 Country evaluations

The evaluation questions are many fold and required sufficient time to obtain reliable information in relation to the resources made available. At the same time, WCDI acknowledged the enormous breadth of the many issues addressed in the country programmes. Therefore a *purposeful* sample of outcome pathways in country ToCs was taken, in line with the following procedure¹¹:

1. Inventory of high-level outcomes and related pathways in the ToCs that were a culmination of specific cause-effect relations, that most often did not relate to other parts in the ToC. These

¹¹ Klaver D.C. March 2020. GLA End Evaluation, Guidance Note for sampling procedure. WCDI.

represent a 'nested ToC' within the country ToC (see inception report). Taking into account that ToCs had changed during implementation, the PMEL team facilitated the identification of changes that had occurred and their effect on the outcome pathways.

2. Clustering these outcome pathways into three to five overarching domains. The PMEL team identified four domains, which are:
 - (Expansion of) plantations/concessions halted/regulated/conform to standards;
 - Community Forestry /Land tenure and natural resource (NR) Rights;
 - Participation in decision-making & inclusive spatial planning and forested landscape. Governance;
 - Sustainable NR use (inclusive forest management) for improved livelihoods.

These steps led to the following distribution of outcomes per domain (see next table):

Table 3 Number of outcome pathways per domain and country.

Domain	Plantations/concessions halted/regulated/conform standards	Community Forestry /Land tenure and NR Rights	Participation in decision-making & inclusive spatial planning and governance.	Sustainable NR use for improved livelihoods	# of outcome pathways per country
Country					
Bolivia	1		1	1	3
Ghana	2	2		2	6
Indonesia	2	1	1	1	5
Liberia	3	1			4
Philippines	1	1	1	1	4
Central DRC				3	3
Eastern DRC		1	1	1	3
N	9	6	4	9	28

Observations: the Indonesian and Philippine programme represent each three different landscapes with national level components. The Ghanaian programme is being implemented in 2 different landscapes and a national component. The landscapes in DRC were separated at the start of the GLA programme.

3. Taking a sample of two to four outcome pathways per domain, whilst ensuring that all countries are present in the sample as well as taking into consideration the resources available. WCDI and Biometris took a sample in line with the following procedure:
 - Countries with all outcome pathways in one domain were selected first (see DRC Centre);
 - Per domain, a minimum of two outcome pathways was selected from two different countries, starting with countries having more outcomes in one domain (see Liberia, Indonesia, Ghana for the 'Expansion of ... 'domain and Ghana also for the Community Forestry and Sustainable NR use domains);
 - Focus on outcomes that started in 2016, even if there were changes in their formulation. For example, Ghana added a new outcome in its ToC by the end of 2018 which would represent a short time frame;
 - If a country had several outcomes in one domain, WCDI took into account GLA's observations regarding their relevance in terms of collaboration between partners and financial resources spent. This was the case for Liberia, Ghana and DRC Central Landscape.

Table 4 presents the selection of outcome pathways per domain and per country.

Table 4 Sample of outcome pathways per domain and per country.

Domain	Plantations/concessions halted/regulated/ conform standards	Community Forestry /Land tenure and NR Rights	Participation in decision-making & inclusive spatial planning and governance.	Sustainable NR use for improved livelihoods	# of outcome pathways per country
Country					
Bolivia	1				1
Ghana	1	1			2
Indonesia	1	2			3
Liberia	3				3
Philippines			1	2	3
DRC Centre				2	2
DRC Est		1	1		2
# of outcome pathways/N	6/9	4/6	2/4	4/9	16/28

The final sample at the start of the evaluation (after the evaluation of three countries was cancelled in May) was as follows:

Table 5 Sample of outcome pathways per theme.

Country	Outcome under evaluation	Landscape concerned	Domain
Bolivia	State complies and ensures compliance of existing environmental legislation and international agreements		Plantations/concessions halted/regulated
Ghana	Tree tenure is reformed to make benefit sharing more equitable in cocoa forest landscapes		Community Forestry /Land tenure and NR Rights
Ghana	Campaign to make part of ATEWA Forest a protected area and to prevent the arrival of a bauxite concession.		Plantations/concessions halted/regulated
Indonesia	Oil palm growers sustainably manage their concession, while traders/buyers conduct sustainable trade	Gunung Tarak Landscape	Plantations/concessions halted/regulated
Indonesia	Local communities have a greater involvement in sustainable forest and land management.	Gunung Tarak Landscape	Community Forestry /Land tenure and NR Rights
Indonesia	Local communities have a greater involvement in sustainable forest and land management.	Mudiak Baduo	Community Forestry /Land tenure and NR Rights
Liberia	Increased capacity within communities to resist destructive oil palm plantation expansion onto their land AND as a consequence		Plantations/concessions halted/regulated
Liberia	Concessionaries are in compliance with national and international laws in the areas of operations		Plantations/concessions halted/regulated
Liberia	The government is taking action against companies involved in illegal logging.		Plantations/concessions halted/regulated
Philippines	Multi---Stakeholder groups and indigenous communities implemented sustainable management of forest landscapes, revived traditional farming systems and piloted nature---based solutions models	Cagayan del Oro	Sustainable NR use for improved Livelihoods
Philippines	Multi-Stakeholder groups and indigenous communities sustainably manage forested landscapes, revive traditional farming systems and pilot nature-based solutions	Sierra Madre	Sustainable NR use for improved Livelihoods
Philippines	Enforcement of policies ensuring participation of IPs in local governance, and the actual implementation of participation of IPs (co-management)	Sierra Madre	Participation in decision-making
Central DRC	Sustainable exploitation of natural resources secured		Sustainable NR use for improved Livelihoods
Central DRC	Living conditions for IPLC improved		Sustainable NR use for improved Livelihoods
Eastern DRC	Social peace and stability in the Virunga and Kahuzi Biega landscape.		Participation in decision-making
Eastern DRC	Economic and Environmental Justice		Community Forestry /Land tenure and NR Rights

During the implementation of the evaluation, the following changes were observed:

- The evaluator in Indonesia also evaluated a third outcome pathway related to the domain of sustainable use of natural resources for improved livelihoods;
- The outcome pathway in the central landscape of the DR Congo regarding 'living conditions for IPLCs improved' was better aligned with the theme on Community Forestry/Land tenure and NR rights; and
- The evaluator of Liberia was not able to submit a report without giving a reason.

3.2.2 Thematic evaluations

The focus of the international themes was established in consultation with the teams in charge of the Agro Commodities, Forest and Land Governance (FLG) and the Just Energy Transition (JET) programmes. The main reason for focusing was related to the resources available and the inventory of most relevant learning questions during intake.

3.3 Data collection methodology

WCDI contracted national consultants to carry out the country evaluations. Their selection was based upon WCDI's network and that of GLA. The consultants received an evaluation manual that clarified the programme under evaluation and its PMEL system, the most important concepts and evaluation methodologies to be used, and a step-by-step guidance for the implementation of the evaluation, including suggested checklists for interview. The consultants were trained in a ten days online course of two hours per day, during which they also became acquainted with GLA consortium staff and partners, as well as the country programmes.

The evaluation method as planned consisted of the following steps for the country evaluations and was used as guidance for the thematic evaluations (see Table 6).

Table 6 Steps in the conduct of the country and thematic evaluation.

No.	Step	Methods	Tools suggested	Person in charge
1	Getting acquainted with GLA programme	Semi-Structured Interviews (SSI) with GLA partners	skype or telephone conferences	Evaluator
2a	From capacity strengthening to changing behaviour/outcomes	SSIs with GLA partners	skype or telephone conferences with Google draw	Evaluator
2b	From capacity strengthening to changing behaviour/outcomes	SSIs with GLA partners, CSOs/CBOs and other actors involved	Skype + Google draw tool to visualise networks	Evaluator
3	Making ToC of outcome pathways evaluable and formulating stories of change as planned and as realised	Two online workshop with GLA partners	ZOOM, Teams, Skype + Google draw	Evaluator + backup WCDI
4	Sustainability of outcomes	Online workshop with GLA partners	Mentimeter	Evaluator
5	Assess written information from GLA	Individual reading and telephone conferences with GLA partners for clarification where needed	Skype or telephone conferences	Evaluator
6a	Collecting information from external resource persons	SSIs with external resource persons and consult written information	Skype or telephone conferences	Evaluator
6b	Assess written information from external resources	SSIs with external resource persons	Skype or telephone conferences	Evaluator
7	Confirm or Refute stories of change (ritual dissent)	Online workshop with GLA partners and external resource persons	Skype or telephone conference	Evaluator + backup WCDI
8	Validation and sensemaking workshop	Online workshop with GLA partners	Skype or telephone conferences	Evaluator + backup WCDI
9	Write the draft country/landscape report			Evaluator + WCDI
10	Write the final country/landscape report			Evaluator

Data sources consisted of country briefs prepared by WCDI, M&E reports made available by the Alliance, Semi Structured Interviews (SSIs) with GLA partners, the networks and organisations they work with, external resource persons, and with IPLCs and women. Sensemaking and learning by GLA partners took place in several workshops, including a ritual dissent workshop that involved external resources, and external information obtained through websites and information given by external resource persons.

Reliability of data analysis and concluding on findings.

Consultants and evaluators were in the first place reminded of the necessity to triangulate data and information obtained through various data collection methods (interviews, monitoring data, external sources), through obtaining information from different resource persons as well as through the coaching offered by WCDI and reading of draft reports. Consultants were asked to take a critical stance towards contribution claims made by GLA and were made aware of possible biases towards gender, indigenous people and people from local communities to be avoided as much as possible.

3.4 Limitations and changes to the evaluation methodology

3.4.1 Factors that changed the evaluation methodology

In May 2020, the Consortium requested WCDI to adjust the evaluation methodology in reaction to the COVID-19 pandemic. The entire evaluation became an online exercise and relied on the capacities of both evaluators and GLA partners to work online. The evaluation of the programme in Uganda, Nigeria and Vietnam was cancelled¹². In consequence the sampling of the outcome pathways for the country evaluations as well as the evaluation methodology had to be reviewed.

Based upon the limited number of countries selected for the evaluation and the available information, the added value of conducting a *qualitative comparative analysis*, to identify patterns on how change happened, became however questionable, reason for which this was not carried out.

3.4.2 Difficulties encountered by the evaluators

Country evaluations

Both evaluators and GLA partners underwent steep learning curves in becoming acquainted with online tools for communication and online tools for co-creation.

The lack of field visits made it difficult to answer the evaluation questions on relevance. Some evaluators have had difficulties to obtain relevant information from both external resource persons and from organisations within the networks of the GLA partners, the main reasons being connectivity and people not being used to be approached by telephone or WhatsApp by unknown persons.

One of the methods consisted of organising a *ritual dissent workshop*¹³, during which GLA partners and external resource persons would assess the exact contributions made by GLA towards a number of outcomes achieved. In practice this proved to be difficult with external resource persons not being available, or because its appropriateness for use in relation to cultural contexts was doubtful.

Unfortunately, the evaluator of the Liberian GLA programme did not send in an evaluation report: Several efforts by GLA and by WCDI to re-establish contact with the evaluator have not succeeded.

Thematic evaluations

As was the case with country evaluations that lagged behind in comparison to the original planning, also two of the three thematic evaluations have observed delays. In the second half of the year GLA staff was busy with the preparation of the next five-year programme, which hampered availability of GLA staff. In these circumstances, the number of workshop sessions had to be decreased and more information was collected through individual interviews and consultation of documents.

¹² Donald Pols. 20 mei 2020. Brief betreffende aanpassing eindevaluatie door COVID-19. Milieudefensie.

¹³ http://www.msppguide.org/sites/default/files/tool/47msp_tools_ritual_dissent_47.pdf

M&E information most informative for the evaluation

For both the country and the thematic evaluations WCDI and the country evaluators received the M&E information available in the Netherlands. This information was used to provide the country evaluators with country briefs, that highlighted issues addressed in the many planning and M&E reports. Apart from these formal M&E requirements, some country evaluators observed that GLA partners did not have their own M&E system in place, therefore decreasing the possibility to triangulate written information with information obtained through interviews.

Most informative M&E findings were those presented in the CAT tools, the outcome harvest data base and monitoring reports that reflected upon changes in external contexts, gender and successes obtained.

M&E information needed to answer the first evaluation question on relations between capacities being strengthened and their contribution to L&A outcomes has not been sufficiently documented, implying that the findings presented in the evaluation reports rely in particular on SSIs and online workshop sessions.

M&E information to further assess the extent to which outcomes have been relevant for IPLCs and women (number of beneficiaries, number of villages or LGUs reached in the landscape), as well as spatial data (hectares) of land and NR being secured for IPLCs, being reforested or rehabilitated, would have been very welcome to obtain an idea of the *scale of* changes at a landscape level.

3.4.3 Learning

The ToR states that the evaluation is meant to account for program results to the Dutch MoFA, and to in-country stakeholders, and to foster internal learning by GLA partners. The learning component of the evaluation was there for a major part of the evaluation.

The evaluation methodology allowed Southern partners to participate in online sessions, during which they reflected upon how the ToC of the outcome pathway under evaluation changed over time, and made the ToC 'evaluable' (see evaluation manual by WCDI); how outcomes harvested related to the ToC, and drew conclusions about both the validity of the ToC as planned and at what point they had reached the intended outcomes. Southern partners were also invited to assess the sustainability of outcomes, and participated in the validation workshop with their Dutch counterparts. To our understanding, the evaluation has contributed to enhanced understanding of Southern partner of how to design future ToCs, as well as how to assess the quality of outcomes harvested. Lessons learned during the evaluation and prior to the evaluation can be found in the country reports.

For some of the thematic evaluations, partners have been invited to select key learning questions, some of which have been addressed during the thematic evaluations.

3.4.4 Validity of findings

The programme had a very decentralised character after the Consortium partners had sent in their programme proposal to MoFA in 2015. The original ToR for this evaluation included the entire evaluation of all nine country programmes and the entire thematic programmes. This has not been possible, given the means being made available for the evaluation. Therefore, purposeful sampling has been applied to capture the diversity of the programme and a focus decided upon for the thematic programmes.

In its letter of May 2020, GLA selected six countries to be included in this evaluation based on the following criteria:

- Presence of GLA partners of at least two GLA consortium partners;
- Representation of countries in each of the three continents;
- Scope of the programme; and
- Importance of the country for the next phase of the programme

The *purposeful sampling approach* for the country evaluations meant to capture the diversity of the programme. Table 4 in 3.2.1 shows that the population of outcome pathways in the domain of

plantations/concessions halted and that of sustainable NR use for improved livelihoods represent together 64% of all outcome pathways. The sampling approach has contributed in terms of also taking into account the two other domains, that of participation in decision-making and the community forestry/land tenure domain. Within each of these domains, the diversity of the programme interventions is still considerable, explained by:

- Differences in contexts, even within countries working in different landscapes as can be seen in the Philippines, and Indonesia;
- Different backgrounds, experiences and networks of GLA partners upon which the current programme has been built; and
- One of the outcome pathways within the sample being replaced by a campaign, which highlights the extent to which GLA partners react to changes in the context, but complicates the comparison of an initial theory of change with findings.

The report of Liberia was supposed to give further insights into the domain: Plantations/concessions halted/regulated/ conform to standards. The other evaluators, like WCDI staff, all had different mindsets and backgrounds in relation to the focus of the evaluation. To overcome these possible biases, findings have been validated by both WCDI and national evaluators, as well as with GLA partners and the consortium. Most national evaluators also have provided inputs on the first draft of this report.

4 Description of the samples taken

This chapter provides an overview of the samples taken for the evaluation of the Forested Landscapes for Equity programme. Paragraph 4.1 describes the samples taken for the country evaluations according to the content domains of the purposeful sample taken. Paragraph 4.2 describes the focus of the thematic evaluations.

4.1 Focus of the country evaluations

4.1.1 (Expansion of) plantations/concessions halted/regulated/ conform to standards

Bolivia: State ensures compliance of existing environmental legislation and international agreements – Chiquitania landscape

Background and context factors

Bolivia's 2006 political constitution created a new opportunity for CSOs to take part in the development and the implementation of new environmental rules and regulations. However in 2019, GLA's programme was among others hampered by the political crisis, which deteriorated relations between the national government and subnational government levels, including that of Santa Cruz, where the Chiquitania landscape is: budgets and capacities at these levels decreased. In practice, it became difficult to work with the public sector and decision makers, except for some institutions. The large forest fires in 2019 as well as the continuation of land being granted to farmers, the expansion of industrial agriculture and extractive industries all affect the forests and biodiversity of the landscape. Civic space was reduced, which influenced the room for manoeuvre of one of the GLA partners. After various indigenous organizations (CICOL, CIDOB, COPNAG) and regional forestry organizations (AFIN, AFIG, COINFO) were able to stop the proposed Forest and Land Law, a new opportunity presented itself when the Bolivian forest policies were updated in 2019 in accordance with the needs of IPs, who obtained the right to use the majority of Bolivia's productive forests.

Interventions by GLA-Bolivia

GLA's partners aimed to influence the Government to comply with environmental legislation in place and with international agreements. For this to happen, they intended to 1) work with public institutions and civil society to participate in the integrated management of protected areas; 2) influence these institutions at different levels to implement their plans in consistence with the comprehensive management of their territories; and 3) influence international organisations and to address cases where the Government did not comply with international agreements.

Ghana: Anti-Bauxite Campaign (ABC) – Atewa landscape

Background and context factors

In 2012, one of the Ghanaian partners was informed by the Forestry Commission on the intention of the Government to start bauxite mining in the Atewa Forest. The ToC elaborated at inception did not take this into account, as clarity on the issue was missing. However, in June 2017, the new Government announced its Memorandum of Understanding (MoU) with China to develop a USD ten billion bauxite project in Atewa Forest, which urged GLA partners to reorient their L&A focus and strategy.

Interventions by GLA - Ghana

In 2016, GLA's strategy focused on upgrading the status of the Atewa Forest as a Reserve into a National Park: the Ministry of Lands and Natural Resources had already sent a letter to the cabinet but the upgrading was delayed because of national elections. Southern partners initially intended to

improve the enforcement of rules and regulations and to monitor the forestry and mining sector to reduce illegal practices in the forest. For this to happen, partners wanted to foster public-private-community partnerships in the landscape. When the Government announced its MoU with China in 2017, partners formulated a new outcome: 'The Government acknowledges that bauxite mining undermines ecosystem services and it rescinds from mining'. GLA started a public campaign at local, national and international level on social and mainstream media in collaboration with a legal and governance consultancy firm, Taylor Crabbe Initiative (TCI) and CSOs and CBOs. Research to address legal issues and biodiversity values was conducted; local communities and other stakeholders were mobilised, and L&A capacities of CSOs and CBOs were strengthened. Additional funding was secured with support from the Dutch MoFA.

Indonesia: Oil palm grower sustainably manage their concession, while traders/buyers conduct sustainable trade – Gunung Tarak Landscape

Background and context factors

Indonesia is the largest producer and exporter of oil palm (OP) worldwide. The expansion of OP concessions became unstoppable at the expense of remaining forests and production areas for other agricultural products, leading to severe land conflicts. As of 2017, consumer demand for sustainable OP has been rising, which is a potential incentive for traders and growers to comply with the standards of the Roundtable on Sustainable Palm Oil (RSPO P&C). In 2018, the President published a new OP Moratorium for the issuing of new permits. This created the momentum for GLA partners to endorse this instruction and to further advocate for the sustainable management of OP plantations and trade.

Interventions by GLA-Indonesia

Partners initially incorporated strategies to influence both OP concession owners and the government to halt forest releases and to review OP concession permits. In 2018, GLA decided to change its approach and engaged with Independent Small-holder OP growers (ISPs) instead of large-scale corporations, to prepare them for sustainable OP production. It also decided to work directly with local communities, rather than fostering change at subnational level. Its objective, 'oil palm growers sustainably manage their concession, while traders/buyers conduct sustainable trade' remained the same, but its focus changed. The objective would be achieved when:

- ISPs are included in the mainstream OP supply chain, through Good Agricultural Practices (GAP) and certification with support of district governments;
- District governments decide to enforce the Oil Palm Moratorium and to stop issuing new concession permits, and review existing concessions, creating the opportunity to address tenurial conflicts and community grievances; and
- When corporations who do not comply with existing rules and regulations crimes are being brought to justice. This was expected to produce a deterrent effect on other corporations as well as generating compensation for the state and communities.

4.1.2 Community Forestry /Land tenure and NR Rights

Ghana: Tree tenure is reformed to make benefit sharing more equitable in cocoa forest landscapes

Background and context factors

On-farm trees were not being sustainably managed because farmers were not aware of the benefits trees can have for agricultural production, and did not had the right incentives to maintain trees on their farms. Whereas rules and regulations in place foresee that timber companies have to pay farmers for the production of timber on their farm land, they do not pay these farmers. In consequence farmers do not have the rights incentives to grow and maintain trees on their land. For this reason GLA started to lobby for the Tree Tenure Reform (TTR) for equitable benefit sharing.

Interventions by GLA-Ghana

The lobby for TTR foresaw that GLA partners engage with the Parliamentary Select Committee on the issue of land and forestry, as well as with the Ministry of Lands and Natural Resources and the

Cabinet. For this to happen, CSO networks would need to obtain a consensus on long term tree tenure arrangements at farm level and on engaging with the media. Important strategies consist of:

- Capacity development of CSOs on Lobby and Advocacy;
- Capacity development for farmers on timber rights and logging regulations;
- CSO working groups on various aspects of tree tenure and benefit sharing with support of TCI; and
- A position paper on feasible tree registration.

Indonesia: Local communities have a greater involvement in sustainable forest and land management – Gunung Tarak and Mudiak Baduo landscapes

Indonesian partners clarified that the outcome pathway referred to the Social Forestry policies in place, providing IPLCs with the possibility to obtain a Social Forestry permit. In consultation with the partners in Indonesia, this outcome was reformulated as follows: '*Community securing tenurial rights through Social Forestry (SF)*'.

Background and context factors

Indonesia's SF program's achievements were still very far from the 12.7 million ha target set by the President after his re-election in 2016. In an attempt to accelerate the licensing procedures, the Ministry of Environment and Forestry (MoEF), issued a decree in 2017 to identify and indicate SF Areas within state forests (PIAPS). However, these maps were not aligned with the long-term management plans of the Provincial Forest Management Units (FMU) in the Mudiak Baduo landscape. Acknowledging that the SF target would not be reached in due course, the MoEF decreased the target into a more realistic target of 4.4 million ha.

Interventions by GLA - Indonesia

Southern partners concluded that the MoEF, in particular its SF Directorate, was incapable of mainstreaming SF, both internally and externally. Inconsistencies in SF commitments between different government levels were observed. GLA envisaged to strengthen national CSO coalitions to influence the Directorate, the Presidential Staff on agrarian reform and inter-ministerial agencies. Another strategy consisted of working with CSO coalitions at regional level to strengthen the capacities of multi-stakeholder forums, to settle land tenure conflicts on SF designated areas, and to facilitate Village Forest Management Groups (VFMG) to apply for permits. The main strategies foreseen to achieve the outcome were:

- To increase the success rate of obtaining SF permits through a faster & easier licensing process, and
- To ensure that communities organize themselves and then act on their behalf in submitting eligible SF proposals, with moral and technical support of GLA.

An important assumption in this ToC of the outcome pathway is that requests for SF permits will be eligible when the proposed area is 'clean and clear'. In order to increase this probability, GLA would ensure that SF areas are located within PIAPS in Gunung Tarak. In Mudiak Baduo, the strategy would prevent that SF areas would not overlap with the long term management plans of the FMUs nor concession rights granted. For this to happen, GLA had to engage with governments to identify SF areas eligible for a permit and to support the MoEF in its capacity to assess SF proposals.

DRC: Living conditions for IPLC improved – Central landscape

Originally, GLA classified this outcome pathway under the domain of 'Sustainable NR use for improved Livelihoods'. However, until so far GLA has supported the obtention of three Community Forest Concession rights and made a start with the sustainable use of NR for improved livelihoods.

Background and context factors

IPLCs in this landscape face many problems, particularly those related to food security, the destruction of their environment by timber, mining and other companies, and by the overexploitation of NR, etc. However, rules and regulations in the forest sector also provide opportunities to IPLCs to obtain perpetual community forestry concession rights. This motivated GLA to support three IPLCs to obtain their concession rights, being the first organisation in Tshopo province to succeed in this.

External factors that influenced the implementation of the programme have been a widespread insecurity that occasionally hampered programme staff to travel in its intervention zone; conflicts

between IPLCs and concession owners whose permits are being issued at the national level, without the verification of existing customary rights on these lands and NR; civic space being reduced and having affected GLA in the implementation of its programme; the constant staff changes in the public institutions; the wait-and-see mentality observed with IPLCs, and the very bad conditions of roads.

Interventions by GLA-DRC

According to GLA, livelihood conditions of IPLCs improve when they manage their incomes in a rational way, when their income generating strategies are more diverse, when they collaborate in cooperatives or associations, and when they apply sustainable farming (and agroforestry) techniques with support of the local administration. During the process of obtaining community forestry concessions rights, IPLCs received support to improve their livelihoods.

DRC: Economic and Environmental Justice obtained – Eastern landscape

Background and context factors

The destruction and degradation of the ecosystems of the Virunga / Kahuzi Biega landscape is caused by the inexistence of (spatial) management and development plans outside the protected areas, the illegal exploitation of NR, inexistent and overlapping laws, impunity, corruption, the presence of armed groups, the weak participation of IPLCs in decision-making, the fragility of state authority, the grabbing of land by dignitaries, and demographic growth and population movements with consequences for food security for IPLCs, who in turn invade the protected areas or have land related conflicts. In this context Environmental and Human Rights Defenders (EHRD) were being threatened. The actual situation can best be characterised as a protracted crises, requiring interventions at many different levels on many different issues by many different stakeholders. GLA implemented its programme in a context of wide spread insecurity, which was exacerbated by the long awaited elections at national and provincial level, characterised by a lot of tension and the manipulation of the electorate by misguided and polarised information of politicians. GLA used the national and provincial elections to reintroduce bylaws for adoption by the new provincial parliaments and considered these elections an opportunity rather than a constraint.

Intervention by GLA-DRC

It is in this context that GLA aimed to reinforce economic and environmental justice to counter environmental degradation. For this to happen threats to EHRDs needed to be reduced, as well as the illegal exploitation of NR, fostering a fair redistribution of land and NR between IPLCs and other actors. This can only happen if the authority of the State is restored, to be realised by operational courts of justice, the annulation of invalid land titles in protected areas and the harmonisation of existing laws, rules and regulations on land and natural resource rights.

In 2018, GLA realised that its ToC was too ambitious and that the equal distribution of land and NR will take more time than the current programme allows.

4.1.3 Participation in decision-making & inclusive spatial planning and forested landscape governance.

The Philippines: Enforcement of policies ensuring participation of IPs in local governance, and the actual implementation of participation of IPs (co-management) - Sierra Madre Landscape

Background and context factors

In the Philippines' Sierra Madre landscape, GLA aimed to strengthen the enforcement of government policies whilst ensuring IPs' participation, both in sub-national government bodies and in the direct (co-)management of landscapes. Some important influencing factors in this landscape were 1) high turnover of Government officials, which significantly slowed momentum in advocacy efforts, 2) central Government infrastructure ambitions (such as a controversial Dam project to increase the availability of water for the capital Manila, 3) the anti-terror act that can (is) be(ing) used to silence those who oppose the government, and 4) COVID-19, that made it impossible to have meetings and continue advocacy work.

Interventions by GLA- the Philippines

Interventions towards *the enforcement of policies for inclusiveness* at in Sierra Madre consisted of three pathways: obtaining land titles, harmonization of land tenure policies, and revising FPIC guidelines.

DRC: Social peace and stability in the Virunga and Kahuzi Biega landscape - Eastern Landscape.

Background and context factors

In addition to the background described in relation to economic and environmental justice, the Eastern landscape of DRC is characterised 'militarised management' of the protected areas, high population density and conflicts based upon identity and land scarcity, and the presence of armed militia, including those from neighbouring countries. As already mentioned, this situation can best be characterised as a protracted crisis. During implementation, relations between IPs and the Kahuzi-Biega Park Authorities drastically deteriorated when IPs entered the Park to reclaim their land and started to produce charcoal. They were evacuated by force and prosecuted in court.

Interventions by GLA - DRC

According to GLA, social peace and stability in the landscape will be achieved when the relations between IPLCs, Park Authorities and other actors are improved. This requires a reconciling discourse and permanent dialogue, as well as the transformation of existing land related conflicts. According to the national strategy for the protection of protected areas, National Park Authorities are supposed to apply a community conservation approach. This approach in turn supposes a reduction of conflicts. For this to happen, a permanent dialogue between IPLCs, women youth, local administration, traditions leaders and Park Authorities is needed.

By the end of 2018, Southern partners decided that an additional strategy was needed to improve relations in the landscape, which consisted of the need for spatial land use maps to be institutionalised by provincial administrative procedures. However, during the evaluation in 2020, GLA concluded that this strategy was too ambitious, given the time frame of the programme.

4.1.4 Sustainable NR use (inclusive forest management) for improved Livelihoods.

Indonesia: Communities protect and use forests for sustainable and local livelihoods – Gunung Tarak and Mudiak Baduo landscape

Background and context

The country evaluator decided - in consultation with WCDI - to include one additional outcome pathway to be evaluated: "*Communities protect and use forest for sustainable local livelihoods*". The rationale behind the decision was to evaluate the extent to which sustainable NR use happens after communities have obtained SF permits. In practice the outcome covers both communities having obtained such permits and those who did not.

Interventions by GLA-Indonesia

In 2016, GLA concluded that the Village Law No.6/2014 offered both opportunities and risks for sustainable NR management by village governments. To capitalize on this, GLA partners planned to strengthen village government's capacity towards practicing, protecting or restoring forested landscapes, to intensify forest management through the SF scheme, to thwart bad land-based investments, etc. GLA also planned to facilitate the collaboration between village governments and the private sector to manage High Conservation Values (HCV), as well as to investigate potential carbon revenues under the REDD+ framework. To achieve the outcome, the following conditions needed to be in place:

- IPLCs have less incentives to 'illegally' exploit their forests and are motivated to protect it;
- Enterprises and communities from elsewhere do not have the incentives to 'illegally' exploit these forests because they are being addressed through grievance mechanisms initiated by the local 'owners' of these forests; and

- When IPLCs have their own SF permit they will abide to the Village Forest Management Plan that consists of protecting forests, improving livelihoods and using grievance mechanisms against perpetrators of environmental crimes.

DRC Central landscape: Sustainable exploitation of natural resources secured

Context

As already mentioned above, forest sector rules and regulations provided opportunities for IPLCs to obtain community forest concessions. They also provided opportunities for artisanal loggers to obtain forest permits and licences to exploit them and to enforce rules and regulations for sustainable NR practices.

Interventions by GLA-DRC

In 2016, GLA's idea was that the sustainable exploitation of NR would be ensured if:

1. Opinion leaders are involved in the enforcement of regulatory frameworks on NR and take ownership of the sustainable management of NR. These opinion leaders were also expected to denounce cases of noncompliance with regulations in place; and
2. Assemblies, national and provincial governments improve the legal framework if other stakeholders are involved in their revision, comply with existing rules and regulations and when social justice is guaranteed.

It is against this background that the partners in the Central landscape continued its support to seven associations of artisanal loggers, small and medium enterprises, in strengthening their organisational capacities and in raising their awareness about forest rules and regulations in place. In turn, these associations would conduct L&A for the enforcement of existing rules. GLA would further be involved in the forest sector reform.

The Philippines: Multi-Stakeholder groups and IP communities sustainably manage forested landscapes, revive traditional farming systems and pilot nature-based solution models Cagayan de Oro and Sierra Madre Landscape

Context and Background

GLA partners formulated the intention to foster sustainable management and use of landscape resources through community managed agroforestry and reforestation, traditional farming systems and nature-based solutions. Also different benefit sharing mechanisms would be explored as part of safeguard mechanisms such as PES and REDD Plus. Restoration of forest areas was foreseen and to be based on the existing National Greening Programme.

Interventions by GLA – the Philippines

In the *Cagayan de Oro* (CDO) landscape GLA aimed to further strengthen Multi-Stakeholder Bodies (MSB) that manage important parts of watersheds and to ensure the participation of IPs in these bodies. At inception, two MSBs were already in place with a central role for the government, one having been supported by IUCN NL partners since 2010. A third one was being set up but stranded due to institutional problems. In this landscape, direct pressure from government was not felt as much as in the Sierra Madre, except for one of the GLA partners being under scrutiny in 2017. Due to COVID-19 measures, it was not possible to have meetings for a considerable period. The most important strategies used to foster sustainable management included:

- Legal and empowered MBSs such as River Basin Management Committees;
- Community managed forest rehabilitation through agroforestry, in cooperation with Local Government Units (LGU);
- Integration and acceptance of IP's role in local governance;
- Sustainable Ridge-River-Reef Advocacy and Management Society in place (STR3AMS) and a River basin-wide PES ordinance; and
- Sustainable green livelihoods for vulnerable communities.

Complementary to the country programme, IUCN-NL piloted a Landscape Investment and Finance Tool (LIFT), aiming to facilitate access to finance for green investments such as the livelihoods

undertakings. Although LIFT has been mentioned several times, no tangible access to finance has materialized. However, the tool has helped to establish connections between GLA and the Development Bank and with private sector actors who may prove to become allies. As such, the future stages of LIFT will be interesting to discover and synergies could be expected in future outcomes.

In the *Sierra Madre* landscape, GLA fostered multi-stakeholder partnerships and collaboration to

- Enhance and expand the sustainable management, protection, conservation and restoration of forests and forest resources;
- Enhance inclusive livelihoods through partnership; and to
- Enhance partnerships for community-based enforcement of existing rules and regulations.

4.2 Focus of the thematic evaluations

At the GLA's Global Inception Meeting of the Forested Landscapes for Equity programme, a general consensus was reached that some transcending international drivers of deforestation and the degradation of landscapes required overarching global L&A strategies. Three key themes were identified: 1) Agro-commodities (oil palm, cocoa and soy in particular); 2) Forest and Land Governance (FLG); and 3) Just Energy Transition (JET). These programmes included interventions by both Dutch and Southern partners in a number of countries.

4.2.1 Agro commodities programme

Context and background

The agro commodities' theme aimed to decrease land-grabbing and deforestation by oil palm, cocoa and soy. Partners wanted to achieve the regulation of production, consumption and financing of these commodities, as well as to work on voluntary measures and best practices and policies. The programme's main focus was on gaining policy wins in the areas of EU biofuels, the EU Action plan and financial regulations. For this to happen, the capacities of GLA partners, their networks and IPLCs needed to be strengthened to stand stronger in their opposition to the expansion of these commodities. The programme was influenced by the following contextual developments:

- The China – US trade war as of 2018, decreasing EU soy imports from South America, because the South American market was taken over by China. In consequence, European actors in the soy sector had less leverage on combating deforestation in South America.
- The Amazon forest fires in 2019, which greatly increased momentum for forest issues in relation to halting runaway climate change¹⁴. The Dutch government produced a coherent forest strategy that recognizes the destructive role of agro-commodities in deforestation. In addition, the ambition of the European Commission (EC) to combat climate change and to protect forests strongly increased, resulting in a Green Deal and EC communication on halting deforestation. This was the political response to the publication of the Intergovernmental Panel on Climate Change (IPCC) and Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) reports that show the urgency and scale of climate change and biodiversity loss. Social and youth movements on climate also contributed to the momentum for stronger political positions.
- Shrinking civic space is escalating worldwide and threatened staff from GLA partners in Indonesia, Liberia and Nigeria.

These external factors created opportunities for GLA to achieve progress on legislative proposals on climate and forests at EU level and in the Netherlands.

Interventions by GLA

In order to curb the negative impacts of oil palm, cocoa and soy on forests, biodiversity and people, GLA's main strategies were to:

- Decrease the imports of palm oil used for biodiesel in the EU: in 2016 almost half of palm oil imports in the EU were used for biodiesel. The new EU Bioenergy policy, expected to be proposed at the end of 2016, was a priority for the GLA alliance, particularly for the palm oil issue;

¹⁴ See Quiroga (2020): GLA End Evaluation, Bolivia country report.

- Ensure that binding measures and the financial sector are well placed in the EU Action Plan, and that a reduction of the consumption of agro commodities and quality safeguards for (agro) trade chains are actively promoted;
- Address finance structures who finance companies involved in deforestation related to agro commodities, and link this to upcoming financial legislation in the EU; and
- Strengthen of GLA partners and CSOs to influence the international players involved in the agro-commodity chain, as well as to improve the implementation of international and national laws and standards related agro-commodity chains.

The evaluation focused on four policy outcomes and three commodities: oil palm, and to a lesser extent, soy and cocoa.

4.2.2 Just Energy Transition programme

Context and background

The JET programme aimed to contribute to a pro-people, inclusive and just energy transition, specifically considering gender and vulnerable groups. At inception, GLA formulated the rationale for the programme's thematic and geographic focus as follows: *"Landscapes rich in valuable natural resources, such as oil, forested and associated water-based ecosystems (lakes, mangroves) are at risk of degradation and pollution by exploration and exploitation of oil, through deforestation for installations/pipelines, oil spills, and gas flaring. Of particular concern is potential damage to national reserves/parks, and spawning grounds of fish in the Niger Delta (Nigeria) and along the shores of Lake Albert and Lake Edward" (Uganda and Democratic Republic of Congo)*¹⁵. The governance of oil resources is often characterized by high degrees of inequality: IPLCs and citizens in these landscapes lack voice in decision-making and benefit sharing, whereas geo-political interests also influence oil resource governance. Millions of people in these landscapes have no access to energy based upon fossil fuels and mostly rely on firewood and charcoal for cooking. This constitutes a massive threat to deforestation and underlines the urgency for a transition towards renewable sources of energy, in particular at community level¹⁶.

At the start of the programme, partners were selected mainly on the basis of their track records on oil-related issues. In Uganda and DRC, partners had already addressed the issues in the 2013-2015 period. The implementation of the JET programme was further supported by two other projects that made it possible to produce films on the effects of oil exploitation in other countries, which became strategic instruments in the building of community resistance against oil exploitation in DRC and Uganda. In Uganda, IUCN NL also implemented another programme under the Dialogue and Dissent programme. The JET programme was influenced by the following changes in its context:

- The global COVID-19 pandemic delivered another blow to oil prices that were already dropping (OECD, 2020), creating a momentum to use official development assistance (ODA) to *"assist oil producing economies plan for and transition towards cleaner, more diversified energy and industrial policies"*. COVID-19 also impacted upon the implementation of some of the activities planned for 2020, which had to be postponed at the international level. On a local level, mobility restrictions posed barriers to community mobilisation.
- Limited civic space and security issues was a threat that affected all African partners. This trend was further exacerbated by the COVID-19 pandemic, in the sense that governments could use the lockdown restrictions as a tool to reduce civic space resisting oil developments.

Interventions by GLA

The evaluation's central focus was on the third outcome pathway of the thematic ToC, *'Best practices/examples of inclusive and just energy transition exist on community level'* with elements from the first, second, and fourth pathways, respectively 1) CSOs are unified around a common ideology on inclusive and just energy transition, 2) relevant national government agencies progressively put in practice an inclusive and just energy transition, and 3) new or existing oil exploration and extraction projects are delayed or halted.

¹⁵ GLA JET inception report.

¹⁶ GLA JET inception report.

Over time, the ToC of the JET programme remained the same, but new insights emerged as the programme was implemented, decreasing its focus on oil exploration towards the creation of an enabling environment for JET. A second shift from a South-South programme into a North-South programme emerged when the role of the international push behind the extractive industries was acknowledged more, in particular by Export Credit Agencies (ECA).

4.2.3 Forest and Land Governance programme

The FLG theme's long-term vision is that the three conditions needed to ensure the inclusive and sustainable management of forested landscapes are in place. These are 1) security of land tenure, and access to land; 2) inclusion in decision-making on land use by government and the local and international private sector; and 3) nature-based approaches to the management of forested landscapes to add to their traditional, time-proven knowledge.

This theme has been based upon the strengths and interests of each individual alliance partner. A bottom-up approach was used in which each partner brought forward its past experiences to build upon, its own niche, and countries where it was active. After this inventory possibilities for synergies and collaboration were identified to foster added value. The ToC distinguishes four strategies:

- Ensure that international policies promote inclusive and sustainable forested landscape governance;
- Decrease illegal logging has been addressed;
- Ensure that certification of forestry, agroforestry, commodities and landscapes happens; and
- Mobilise public and private finance for inclusive and sustainable forested landscape governance.

In practice the programme hosted many projects, which can best be characterised as a living lab to test tools and practices. The focus of the evaluation was on three projects that seemingly were linked to each other on the issue of Community Forestry Rights (CFR). One project was implemented by Friends of the Earth International (FoEI) and aimed to lobby UN forums, such as the Convention on Biodiversity (CBD) and the World Committee on Food Security (CFS). This project also tried to ensure that grassroot organisations actively influence and participate in policy influencing at the international level, resulting in an international framework for CFG. A second project was financed by IUCN-NL, supporting regional meetings of IPLCs in search of securing land and resource use rights of their own territories (ICCAs). The third project consisted of a CFR Review, implemented by TBI to identify the conditions and constraints of IPLCs, when they obtain their forest management permits.

Important milestones in the projects together consisted of 1) the CFS adopting a position on food security, forests and nutrition that strengthens CFG and agroecology, 2) COP 13 of the CBD include CFG on its agenda, 3) civil actors actively influence and participate in lobby at the international level, resulting in a political framework for CFG, and 4) governments anchor ICCA in their national policies. As of 2019 additional funding was used to influence COP 15 of the CBD where Parties would decide upon the post 2020 biodiversity framework and to support regional ICCA networks.

5 Evaluation findings country reports

This chapter presents the findings of the Evaluation Country Reports, structured in line with the evaluation questions. Evaluation questions on effectiveness and contribution are presented in paragraph 5.1, on relevance and cross cutting issues in paragraph 5.2, and on sustainability of outcomes in paragraph 5.3.

5.1 On effectiveness and contribution

This section presents the findings to the following evaluation questions:

1. To what extent has the programme contributed to improved lobby and advocacy (L&A) capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to L&A outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?
2. To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favour of GLA programme objectives?
3. Which strategies were effective, which were not, why and what can be learned from this?

Whereas 5.1.1 and 5.1.2 present the *findings* of the evaluation, 5.1.3 will present the *analysis and lessons to be learned with regard to the effectivity of the programme*

5.1.1 From capacities to L&A outcomes

This section presents the *findings* with regard to the evaluation questions on contributions made to improved L&A capacities for both GLA partners and other civil actors. As already mentioned above, clear relations between newly acquired capacities and L&A outcomes have been difficult to assess. No written information has been found on this issue and during the interviews these relations have been discussed in a general sense and not directly related to particular outcomes.

Capacities developed

At the start of the programme, most Southern partners had longstanding relations with their Dutch counterparts, were well connected with CSOs, grassroots organisations and their constituents, with public and private sector stakeholders. Next to these all Southern partners have been built upon past achievements. These past experiences all add to the diversity of the programme in different countries.

Most Southern partners have increased their capacities to *generate and use verified evidence* during the programme. Whereas TBI partners already had developed these capacities before 2016, other Southern partners also strengthened their capacities in this area as of 2016: capacities were used to both influence public sector organisations through advice and capacity development, as well as to gather data for environmental justice (Ghana, Eastern DRC, Indonesia).

In relation to the capacity to *build strong coalitions*, before 2016, partners engaged in CSO networks at both subnational and national level. In the 2016-2020 period, these networks became stronger in order to amend existing laws (concession law in Ghana), to campaign against corporations (Ghana) or to propose new laws (the Philippines and DRC). L&A capacities of IPLCs, CBOs and other CSOs were strengthened and enabled them to propose regulations in line with national standards (Bolivia); formulate their own positions; and conduct their own lobby (Ghana and the Philippines). Ghanaian partners worked together with a legal and governance consultancy firm that supported the CSO coalitions to position themselves in relation to the TTR and the ABC.

Most Southern partners already engaged with *public sector* organisations and (subnational) governments before 2016 and some had facilitated multi-sector dialogues. During the programme period, membership of government-led technical working groups (TWG) and multi stakeholder platforms has been observed in Eastern DRC, the Philippines and Indonesia. Especially in the Philippines, the programme has *further expanded* its long-term strategy to foster the relationships between IPs, private and public sector and governments: IPs took their seats in local government councils, and strengthened their positions in committees in charge of spatial planning, in TWG and in the MSBs.

With regard to the *private sector*, GLA partners worked with SME in the artisanal logging and oil palm sector in DRC and In Indonesia. This collaboration has been very effective in DRC where the federation of artisanal loggers is lobbying the government to comply with its own regulations. The information available assumes that existing capacities to *engage with corporations* has not been further developed in the 2016-2020 period. Partners in the Philippines realised that they need to further develop a strategy in relation to corporations. Capacities to *confront corporations* have been developed in Ghana during the ABC, and also included international actions.

With regard to the *capacity to develop clear and strategic interventions*, Bolivia, Ghana and DRC, purposefully developed an (online) communication strategy and worked with the press. Two Bolivian partners complemented each other and occasionally triggered the government to react to their online messages. In Ghana, the online strategy was combined with direct actions at local and national level. In DRC, local radio was used to raise the awareness of IPLCs on their rights and to campaign against oil extraction in protected areas. Similar to the experience of the Philippines, the contribution of (online) dissemination of information is difficult to measure.

Over the 2016-2020 period, contributions to increased L&A capacities were very well appreciated by partners in all evaluated countries. Of particular importance has been the insight to conduct evidence-based L&A. One DRC partner stated for example that instead of producing reports and presenting these in meetings as an one-off event, L&A based upon these findings proved to be more effective in changing the behaviour of those 'targeted'. Other partners started to practice with different L&A approaches, in their search to become more effective (DRC, Indonesia, the Philippines). The evaluation of Bolivia suggests however to further develop of the dialogue and advocacy strategy towards national level authorities.

Indications that the capacity to *continuously learn for improvement* has grown is reflected in some of the reflection and learning reports, as well as in the evaluation reports. In all countries, partners agree that working together and making use of each other's competencies has provided added value. Collaboration has grown stronger for example in Bolivia between some partners but not all; between the seven partners in the Eastern Landscape in DRC; and in Ghana with regard to the ABC. Although partners in the Philippines and Indonesia work in different landscapes, they have been mutually learning from each other during reflection and learning meetings: with regard to Indonesia, the evaluators wonder if the decision of all partners to work at landscape level instead of making use of each other's competencies at different levels from local to national was the right decision taken. Clear examples of partners *reacting to external issues* have been the ABC campaign in Ghana and the campaign against oil exploration in Eastern DRC.

The capacity to *guarantee sufficient ability* for effective L&A comprises eight different indicators, which have received less attention in the country evaluations because they focussed mainly on the *most important capacities achieved*. Some indicators are worth mentioning here: *Ensuring safe operational space for Environmental and Human Rights Defenders (EHRD)* has justified the presence of one partner in DRC, who trained all others in assessing security risks, designing mitigation strategies, as well as was able to convince the provincial parliament to pass a bylaw on the protection of EHRD. This partner also supported the partner in the central landscape, when he was threatened. A second indicator relates to *gender and diversity*: the evaluation reports show that capacities for this indicator *have not been mentioned*, except for Bolivia and Ghana, where staff were trained. According to research by GLA-NL in 2020, seven of the 19 partners have a gender policy in place; 15 have a gender focal point or have female staff; spend between two hours to 40 hours a week on gender; ten partners

set gendered targets in their action plans and 12 partners take gender into consideration in their monitoring and learning sessions; 15 partners have attended gender training activities.

L&A strategies used

Southern partners used the L&A strategies towards obtaining outcomes as presented in Table 7. This table does not give an exhaustive overview of all strategies used, but those that the evaluators have been aware of.

Table 7 *L&A strategies that explained outcomes being obtained*

L&A strategies	Bolivia	Central DRC	Eastern DRC	Ghana	Indonesia	Philippines Sierra Madre	The Philippines CDO
GLA partners use evidence based inputs for L&A	Low cost low impact logging	Enforcement of forestry rules and regulations	Spatial maps IPLC meetings for inputs on new land law	Environmental impact assessments, review of legal texts	Review of government regulations on Oil Palm concession in protected areas	Review of FPIC guidelines Delineation of communal land and NRs	
GLA partners take part in multi stakeholder dialogues and partnerships		Forth coming forest sector reform	TWG on land issues and EHRD Negotiations with concession owners	Forestry and Water Resources Commissions	Provincial platform	Spatial plans, TWG	MSBs, TWG
GLA partners initiate coalition forming			New land law, including the voice of IPLCs, and bylaws	ABC and TRR		Green Bills	Green Bills and STR3AMS
Strengthening IPLC's/ SMEs capacities for L&A	Organisational performance of IP organisations	Federation and associations of artisanal loggers on forestry rules and regulations		Rights of farmers who grow trees	Support to the obtention of SF permits	Complete learning trajectories	Complete learning trajectories
Strengthening the capacities of actors to get the system right		All actors in procedure for communal concession rights	Judicial system to sentence more perpetrators of environmental crimes			Multi stakeholder partnerships	Multi stakeholder partnerships
Strengthening journalists	Yes	Yes female journalists	Yes	Yes			
IPLC representatives enter government led spaces	Approval procedures for deforestation plans Spatial planning committees					Local councils, TWG	Local councils, TWG, MSBs
GLA partners initiate public campaigns	Dissemination of evidence based information	Sit-in of IPLCs for concession rights	Campaign against oil extraction	Campaign against bauxite mining		Green Bills and dams	
GLA partners use grievance mechanisms and law suits				ABC + citizens +CSOs		Some IPLCs against	

In an attempt to organise these strategies into GLA’s main L&A approach of 1) collaboration and 2) confrontational approaches, both based upon evidence, the following observations are being made:

With regard to collaboration: In Eastern DRC (bylaws and new land law), in Ghana (TTR and ABC) and in the Philippines (FPIC review and Green Bills), coalition forming among likeminded CSOs and CBOs has been a prominent strategy. Collaboration in multi-stakeholder settings was a dominant strategy in the Philippines, and in Eastern DRC and to a lesser extent in Ghana and in Indonesia. In the Philippines and in Bolivia this strategy is also explicitly used as a strategy to empower IPs. In most cases these settings were provided by the government.

With regard to capacity strengthening strategies in support of coalition forming; IPLCs and SMEs (artisanal loggers in DRC; cocoa producing farmers in Ghana; community based enterprises), as well as IP organisations and communities have been trained, informed about rules and regulations and based upon these they have started to organise their own L&A or take part in those organised by GLA.

With regard to confrontation: Most countries have disseminated information to a wider audience and have mobilised IPLCs to campaign for the obtention of community forestry concessions (Central DRC), against oil exploitation (Eastern DRC), bauxite mining (Ghana) and dams (The Philippines) or to lobby the government to adopt bills (The Philippines) and occasionally have supported IPLC to use grievance mechanism (Ghana and Indonesia).

An important condition that needs to be in place for the engagement of IPLCs in L&A and in taking part in the GLA programme is that they need to be aware of the direct and strategic benefits: the many Information, Education and Communication (IEC) meetings organised in the Eastern landscape of DRC, most of the times did not change IPLCs and their (traditional) leaders in taking action to protect the national park and to engage in constructive dialogue; only when IPLCs became aware of the negative impacts of oil extraction for their environments and the NR they use on a day-to-day basis, they massively joint the national campaign.

5.1.2 Changes in policies and practices

For each of the outcome pathways, this section presents the outcomes harvested at the level of changes in policies and practices, including pending changes in policies, as well as outcomes that highlight that CSOs and other actors are influencing policies. This section also describes the L&A strategies that were used to obtain the related outcomes.

The contribution of Southern partners to these outcomes can be *at least* characterised as their interventions being a necessary part of a causal package of many other interventions, external actors and factors: without GLA the outcome would not have been achieved. Some of the outcomes achieved have a more direct relation with the interventions of Southern partners such as direct advisory and capacity building of public sector organisations: In these cases, interventions were *sufficient enough* to explain the outcome.

5.1.2.1 (Expansion of) plantations/concessions halted/regulated conform to standards

This section includes information from the country reports from Ghana, Indonesia and Bolivia. The following table shows the most important outcomes obtained.

Table 8 *Plantations/concessions halted/regulated: Outcomes*

ToC outcome levels	State ensures compliance with existing environmental legislation and international agreements Bolivia	Oil palm grower sustainably manage their concession, while traders/buyers conduct sustainable trade Indonesia – Gunung Tarak	Campaign to prevent the arrival of a bauxite concession in Atewa Forest. Ghana – Atewa forest
Changes in policies and practices	Norms for forest management plans agreed upon, including access to and benefits for IP. IP committees influence the management their own protected areas. Only with the approval of IPs, deforestation plans will be authorised by the Forest and Land Authority	Supreme Court grants application for Judicial Review of a government regulation and disqualifies a clause stipulating that oil palm plantations could use protected forest areas.	Status GIADEC decreased into that of a 'Corporation'. Citizens network for Atewa formalized and takes leadership in building the case for file the complaint.
Changes in policies pending	Low impact technology for logging awaiting approval of the MoE ¹⁷ .		Civil Society files complaint against the Government on bauxite mining in Atewa
CSOs and civil actors influence policies and practices	CSOs propose regulations or tools for the application of national standards at local level Journalists trained and created awareness. IPs increasingly know their rights and NR regulations.	Collaboration with Environmental Lawyers Network to secure EHRD	

Source: Country Evaluation Reports.

Bolivia: State complies and ensures compliance of existing environmental legislation and international agreements

Based upon research findings, GLA assisted in the drafting of a proposal for low-cost, low impact technology for logging that is awaiting the approval of the Vice Minister of Environment. With the Land & Forest Authority, new norms for comprehensive forest management plans were agreed upon, as well as including the improvement of access to and benefits from forest resources by indigenous people.

Other outcomes were achieved through CSO platforms that proposed regulations and /or tools for the application of national standards at local level. In addition, management committees of IPs have obtained the capacities to influence the management of protected areas.

Indonesia: Oil palm growers sustainably manage their concession, while traders/buyers conduct sustainable trade

A first outcome realised in 2017 helped to secure the legal protection of EHRDs with support from the Environmental Lawyers Network. Regular discussions have been conducted to share experiences and challenges in environmental issue legal assistances. A second outcome was a judicial review by GLA of Government Regulation 104/2015 on the procedures to change the designation of state forest areas. In December 13, 2019, the Supreme Court granted the application for judicial review of this regulation: the court overruled the regulation stipulating that OP plantations could use protected forest areas. After these two outcomes at a more institutional level, GLA decided to mainstream ISPs in the sustainable OP supply chain. This shift in the strategy does not have sufficient nor imminent impact, it is to be considered as 'work in progress'.

Ghana: Anti-Bauxite Campaign (ABC)

In May 2020, seven CSOs and four private citizens sued the government over exploration for bauxite mining in Atewa. The 2017-2020 campaign involved a wide range of CSOs and persons with passion and interest. Through a proposal to parliament by the CSO network, the status of the Ghana Integrated Aluminium Development Corporation (GIADEC) was decreased from that of an 'Authority'

¹⁷ Ministry of Environment.

into a 'Corporation' status, increasing the influence of government on decisions taken by GIADEC. Another result of the ABC is that the Concerned Citizens of the Atewa Landscape (CCAL) network was formalized and started to play a leadership role in building the case for filing the complaint against the government. GLA Ghana facilitated all capacity-strengthening L&A and ground actions to reach the 'writ of summons stage' with support of a firm with a legal background.

5.1.2.2 Community Forestry /Land tenure and NR Rights

This section includes the information from the country reports of Indonesia, Ghana, and both landscapes in DRC.

Table 9 Community Forestry/Land tenure and NR Rights: Outcomes.

ToC outcome levels	TTR to make benefit sharing equitable in cocoa forest landscapes	Local communities have a greater involvement in sustainable forest and land management.	Economic and Environmental Justice	Living conditions for IPLC improved
	Ghana	Indonesia Gunung Tarak and Mudiak Baduo	DRC Eastern Landscape	DRC, Central landscape
Changes in policies and practices		19 SF permits obtained: Local government units become more proactive and facilitating in the licensing process.	Provincial Parliament adopts bylaw to protect EHRD. Judicial system capable to sentence perpetrators of environmental crimes.	Three community forest concession rights obtained and operational.
Changes in policies pending	Amendment of Concessions Act is awaiting approval by the Cabinet	Two districts convinced to change their long term forest management plans in support of SF permits	Promulgation of new Land Law awaited. Adoption of Provincial bylaw on land management models expected.	
CSOs and civil actors influence policies and practices	CSO network supported to review existing texts and to formulate a joint position	Provincial multi stakeholder platform increases its performance		IPLCs organise for the first time a sit-in in the provincial capital to support their request concession rights.

Source: Evaluation Country Reports

Ghana: Tree tenure is reformed to make benefit sharing more equitable in cocoa forest landscapes

In Ghana the most recent outcome harvested is that CSOs made and validated a proposal for the amendment of the concession act (124) in order to increase the benefits for farmers having trees on their farmland. This proposal was submitted to the cabinet in June 2020. This outcome was the result of various actions by GLA and the CSOs it worked with in relation to the responses or non-responses given by public officers.

GLA facilitated that the CSO network working on the Tree Tenure Reform (TTR) was supported by a firm with a legal background to review existing texts, to formulate the amendment and to agree on long term tree tenure arrangements at farm level.

Indonesia: local communities have a greater involvement in sustainable forest and land management.

In the Mudiak Baduo Landscape, 15 out of 17 Village Forest Management Rights were obtained, including SF permits: IPLCs have grasped the opportunity offered by GLA to secure their rights and have organised themselves. In the Gunung Tarak Landscape two permits were issued. This landscape is characterized by a large coverage of OP plantations, where populations from elsewhere constitute the workforce and have less considerations with forest and nature conservation.

In the Mudiak Baduo Landscape, GLA worked with a provincial platform, involving the government, CSOs and 200 village forest management groups. This platform facilitates communication between the government and village groups: the willingness and availability of government officials to be engaged informally via a Whatsapp group indicate that they have become more proactive, facilitating, and empowering to some extent. In the Gunung Tarak landscape, two districts have been successfully convinced to change their long term forest management plans in support of SF permits.

DR Congo Eastern Landscape: Economic and Environmental Justice obtained at different levels

The Provincial Parliament of North Kivu adopted a bylaw to protect EHRDs. The next step will consist of using that bylaw in practice.

Partners were able to strengthen the judicial system, leading to perpetrators of environmental crimes being sentenced, including officials of the National Army. For this to happen, GLA strengthened the capacities of Judicial Police officers from the National Park to introduce high quality cases; the secretaries of the prosecution and the clerks of three Courts of Justice; Military Justice; Prosecutors and Magistrates. Other stakeholders were trained in the identification of environmental crimes. Some 70 cases have been introduced, of which 26 have resulted in convictions.

With regard to the harmonisation of laws, rules and regulations, GLA is awaiting the promulgation by the President of the new land law before the end of 2020. Also at provincial level in South Kivu, partners have submitted a proposal for a bylaw on a land management model for IPLCs, which is currently on the agenda of the Parliament.

DR Congo Centre Landscape: Living conditions for IPLC improved

In 2020, the first three IPLCs obtained their community forest concession rights in Tshopo province. Other NGOs have started to follow suit and raise the awareness of other IPLCs on this possibility. The process to obtain these concession rights has been long and started before 2016: requests and formal documents already introduced had to be updated in 2018, before the formal decision was approved by the Governor of the Province in 2020. For this to happen, IPLCs and GLA lobbied together, using both insider and outsider strategies.

During the procedure, the IPLCs concerned have organised themselves and have developed a community forestry management plan which prohibits artisanal logging and hunting for commercial purposes. With support from a local NGO, a start has been made with cocoa production (applying agroforestry methods) in combination with banana production as a staple food. IPLCs make bricks to rehabilitate their houses. Two of the three management committees are chaired by a woman. Women, youth and vulnerable groups are reported to generate incomes based upon the NR in the concession.

The local NGO that supports the IPLCs assumes that they will transform their slash-and-burn agricultural practices into sedentary agriculture based on agroforestry, which will require intensive follow-up.

5.1.2.3 Participation in decision-making & inclusive spatial planning and forested landscape governance

This section includes information from the country reports from both landscapes in the Philippines and from the Eastern landscape of DRC. The analysis concluded that apart from the Sierra Madre Landscape, important outcomes have been obtained in the CDO landscape regarding participation in decision-making.

Table 10 *Participation in decision-making & inclusive spatial planning and forested landscape governance: Outcomes.*

ToC outcome levels	Enforcement of policies ensuring participation of IPs in local governance, and the actual implementation of participation of IPs (co-management)	Multi-Stakeholder groups and IP sustainably manage forested landscapes, revive traditional farming systems and pilot nature based solutions	Social peace and stability in the Virunga and Kahuzi Biega landscape.
	Philippines Sierra Madre	Philippines Cagayan de Oro	DRC Eastern Landscape
Changes in policies and practices	IPs and women became member of TWG to harmonise texts, including FPIC and EIA. IPs take part in the adoption of area based development and investment plans, with LGU, and other actors. Land titles were obtained for IPs	2 MSBs legalised and 1) enforce policies at the local level, 2) provide the actual forum for direct cooperation and action and 3) offer access to expertise required. Role of IPs in local governance accepted: inclusive planning committees Funds available for community-based livelihoods.	Relations between national park authorities and IPLCs remain timid, despite efforts by GLA, CSOs and IPLCs. Four concession owners accept sharecropping contracts with ex plantation workers
Changes in policies pending	Green Bills at the President's Office.		Local conflicts reduced at given times, but not finally.
CSOs and civil actors influence policies and practices	Local resilience of IPLCs is increasing, as a consequence of irregularities observed in the FPIC procedures in relation to the construction of the Dams.	IPs and LGUs are being supported to become effective and inclusive. They participate in the MSBs.	

Source: Evaluation Country Reports.

The Philippines, Sierra Madre Landscape: Enforcement of policies ensuring participation of IPs in local governance, and the actual implementation of participation of IPs (co-management)

The Green Bills, including the ICCA (land rights for IPs) Bill, which are currently at the President's Office, represent the voices of IPLCs. Other national and local campaigns targeted the general public about the infrastructural projects to build dams. Some other local outcomes attained in relation to national legislation concern partnerships with the public sector, enabling this stakeholder to implement existing legislation properly.

GLA has exerted most influence at the local level, addressing the public administration and decision makers. By law IP were already required to be on local legislative councils, however, the Indigenous Peoples Mandatory Representative requirement was often not fulfilled. Under GLA, IPs (including women representatives) became member of local government boards to manage community conservation areas and further claimed their rightful seats at management bodies, at municipal and barangay level. They were furthermore enlisted in TWG to harmonise the differences between policies implemented by the different branches of government (of the different line-ministries).

The Philippines, Cagayan de Oro: Multi-Stakeholder groups and IP sustainably manage forested landscapes, revive traditional farming systems and pilot nature based solutions

In the CDO landscape, many outcomes have been obtained through the involvement of IPs in forms of passed acts and ordinances, progressively working their way up from the Local Government Unit (LGU) up to cooperation at regional level. These policy and institutional influences were oriented by the Multi-Stakeholder Bodies (MSB) that facilitated IPs to get in touch with actors in other sectors; to become member of TWG and to access the expertise required within this network to their advantage.

Increasingly, the role of IPs in local governance has been accepted: functional, effective and inclusive planning committees/bodies with the participation of women have been put in place at local level and the annual budget of the Department of Environment and Natural Resources (DENR) and LGUs now include funds to support community-based livelihoods.

In pursuit of taking the outcomes to a higher level, an attempt was made to allow cross-pollination of lessons learned between different river basin management councils across the Philippines. Initial networking already started before and during GLA with regard to advocating, designing and negotiating the river-basin wide Payment for Environmental Services (PES). In synergy with Wetlands International, lessons from the CDO landscape on PES were presented to other River Basin Management Committees from Mindanao¹⁸. This cooperation facilitates and initiates the scale up of GLA outcomes.

DR Congo, Eastern Landscape: Improved relations between neighbouring IPLCs and two National Parks

Throughout the programme, relations between IPLCs and Park Authorities of Virunga National Park remained timid, despite GLA's efforts to settle conflicts on park boundaries, to identify illegal land occupations within the Park and to support the Park Authorities in the identification and conviction of perpetrators of environmental crimes. Relations between large concession owners and former plantation workers also slightly improved: four concession owners accepted to agree on sharecropping contracts with these workers. GLA also supported the organisation of associations of former plantation workers, preparing them to negotiate access to idle land in other concessions (no outcome achieved).

The National Army and UN Peacekeeping forces have been solicited several times by GLA to address insecurity caused by (transboundary) armed militia in Lake Edward and nearby localities.

5.1.2.4 Sustainable NR use (inclusive forest management) for improved Livelihoods

This section takes into account de Cagayan de Oro landscape in the Philippines, DR Congo's Central landscape and Indonesia.

Table 11 *Sustainable NR use (inclusive forest management) for improved livelihoods: Outcomes.*

Outcome pathways	Communities protect and use forests for sustainable and local livelihood.	Sustainable exploitation of natural resources secured	Multi-Stakeholder groups and indigenous communities sustainably manage forested landscapes, etc
ToC outcome levels	Indonesia	DRC Central landscape	Philippines Cagayan de Oro
Changes in policies and practices	Nurseries of tree seedlings and reforestation pilots. IPLCs, with CSOs, occasionally use extrajudicial grievance procedures against companies. SF licences are a crucial enabler for sustainable NR use.	Reduce taxes on timber exported; Obtain official forest exploitation rights for a 5 year period; a (temporary) end of illegal roadblocks where all kinds of informal taxes have to be paid.	Community based enterprises with support of LGUs; PES ordinance passed and in place; Conservation and restoration methods; Increased interest from private sector; MSB have formal relationships with government to implement national programmes.
CSOs and civil actors influence policies and practices		Federation of associations of artisanal loggers conduct L&A by themselves.	STR3AMS CSO coalition formalised.

Source: Evaluation Country Reports.

Indonesia: Communities protect and use forests for sustainable and local livelihood

In the Mudiak Baduo landscape and that of Gunung Tarak, communities have started to protect and manage forests sustainably. They have increased the forest cover by replanting activities in line with the Village Forest Management Plans. They also started nurseries of tree seedlings for reforestation, because they 1) foresee that forests will improve their future livelihoods; 2) have an innate interest to protect the forests; or 3) do not want to lose their SF permit.

¹⁸ Malaybalay City, Impasug-Ong and Manolo Fortich, Tagoloan, Lantapan and provincial government Bukidnon. As these are furthermore outcomes of effective L&A we also refer to the outcome regarding STR3AMS and PES.

Cases of illegal logging have decreased and sustainable livelihoods interventions have been reported by GLA but not quantified. Communities have increased their capacities to initiate or support grievance mechanisms which until so far resulted into extrajudicial procedures such as social sanctions and a ruined company reputation. The SF permits have proven to be a crucial enabler for sustainable NR use.

DR Congo Central landscape: Sustainable exploitation of natural resources secured

The individual associations of artisanal loggers and the federation succeeded to:

- Reduce the phytosanitary taxes on timber exported;
- Dissolve double taxation on timber transports from between provinces;
- Have forest exploitation rights for five years instead of three, as is stipulated in the rules and regulations, and to reduce the area of these concessions from 20 ha minimum to 10 ha so that more persons can legally engage in artisanal logging; and
- Obtain a (temporary) end of illegal roadblocks where all kinds of informal taxes have to be paid.

However, the federation has not yet succeeded to end forest exploitation by powerful elites.

GLA will be one of the CSOs to contribute to the revision of the current forest law (as of 2021). The partner further succeeded to convince the Ministry of Environment in one of the Provinces to stop the traffic of illegal timber in 2019 in terms of a regulation, which is not yet enforced. GLA also advised and trained the local forestry administration on the enforcement of existing rules and regulations.

The Philippines, CDO Landscape (and SM): Multi-Stakeholder groups and IP communities sustainably manage forested landscapes, revive traditional farming systems and pilot nature-based solutions

Many different outcomes have been obtained with regard to the sustainable use of NR. At local level, IPs were setting up community-based enterprises, with financial support from LGUs. Appropriate restoration technologies were introduced and economically and environmentally viable NTFPs were piloted by IPs, with support of universities, government services, and businesses.

In 2017, STR3AMS, which represents 50 CSOs, was formalised as a legal entity of the Multi Stakeholder Bodies (MSBs) and is in charge of L&A. It succeeded to pass a payment for environmental services (PES) ordinance at landscape level in one of the MSBs. STR3AMs engaged in negotiations and dialogues with opposing parties with regard to PES. This outcome has been obtained with different financial resources over time and exceeded the GLA programme's life cycle.

One of the MSBs engaged in a formal relationship with the DENR to implement parts of the National Greening Program (NGP)¹⁹ as well as the DENR's Integrated Natural Resources and Environmental Management Project (INREMP)²⁰. It shows how GLA partners took a facilitative role, while enabling MSBs to do the actual collaboration, improving in the process outcomes in terms of capacity building and sustainability.

During the programme, interests of private sector actors to engage in restoration activities have continuously grown. Some actors recognized the role of environmental resource management to the sustainability of their business, whereas others wanted to engage in CSR for public relations. Either way, a number of businesses have pledged to restore areas around the river basin using the restoration models promoted by GLA.

Finally, in *Sierra Madre*, a multi-stakeholder partnership for community based enforcement strategies has been very effective. GLA partners have been catalysing the creation of an Environmental Governance Center, which has since drawn in several times the number of trainees- (self-funded) local government officials- as initially estimated. This cooperation between IPs and LGUs institutionalized a system for monitoring and apprehending environmental regulation offenders (fishing, poaching).

¹⁹ NGP is a reforestation programme that aspires to plant about 1.5 billion trees in 1.5 million hectares from 2011 to 2016.

²⁰ The INREMP is one of the major projects of the DENR to address unsustainable watershed management in four priority Upper River Basins.

5.1.3 Effectivity of capacity development and L&A strategies

This section presents the *analysis* of the findings presented in 5.1.1 and 5.1.2. and replies to the third evaluation question which is on the effectivity of the strategies used with regard to capacity development, L&A strategies and the ToCs of the outcome pathways under evaluation. After this analysis lessons learned for future similar programmes will be presented.

Effectivity of capacity development strategies

The evaluation observes that it is important to take into consideration the capabilities and achievements obtained prior to the GLA programme. During the programme, the *most frequently mentioned* capacities that contributed to L&A outcomes were the capacities to:

- Generate and use verified evidence;
- Develop clear and strategic interventions, including the L&A strategies as well as communication strategies; and
- Engage with other CSO and citizen networks, as well as to engage with the public sector.

Underlying capacities, such as legitimacy towards constituents, and leadership capacities were not mentioned as capacities, but mentioned in other places in the reports. All Southern partners avail of these capacities and have further strengthened their relations with IPLCs.

The capacity to engage with corporations and concession owners possibly has not been sufficiently strengthened: Southern partners have not been able to engage with them, as can be observed in Bolivia, Indonesia, and the Philippines, where the impact of mining concessions, industrial agriculture and infrastructural projects on forests and livelihoods has been sensed. Some of the CAT forms mention that engagement cannot take place on equal footing. Only in Ghana, the programme has started a campaign against bauxite mining, this time with support from the Dutch partners.

A condition that needs to be in place for effectiveness in the GLA countries is a good collaboration between Southern GLA partners at landscape or national level, based upon synergies and complementarity. Joint learning events, and joint L&A are important elements to get this condition in place, as well as external factors that required joint actions such as the bauxite mining case in Ghana and the oil extraction initiatives in DRC.

National evaluators mention that long term capacity development processes that support reflection and strategizing, learning by doing, and iterative learning, including trial and error are probably the most effective capacity development processes, but they were not able to compare different methods. Another strategy that has produced outcomes consists of supporting stakeholders who together are critical components of a system: Examples have been the judicial system in Eastern DRC, where all stakeholders were trained to increase the success rate of people being sentenced for environmental crimes, and; the multi stakeholder partnerships in the Philippines that support IPs to start their community based enterprises.

Effectivity of L&A strategies

Successful L&A strategies have been based upon evidence and were used in all countries, to provide direct advise or influence public sector stakeholders or; to use these in bigger CSO coalitions. Partners have acknowledged the positive effects of using evidence for L&A in obtaining outcomes.

Findings suggest that when IPLCs or SMEs are aware of their rights vis-à-vis the state and organise themselves to lobby the government, they may become *catalysts of change*. Examples can be found in the Central landscape of the DRC, where artisanal loggers, organised in associations and in a regional federation are lobbying public administrations to abide to their own rules and regulations, and; in Ghana, where citizens organised themselves in a formal coalition to sue the Government for initiating bauxite mining in their landscape. Support by GLA partners consisted of making these SMEs and citizens aware of their rights, existing rules and regulations, as well as strengthening their organisational performance (Bolivia, DRC).

Most Southern partners have worked in coalitions of likeminded CSOs and CBOs to initiate longer term processes for change, such as was the case with the introduction of amendments and inputs provided for new land related laws and bylaws which are still pending; other initiatives that started before the programme have been approved during the programme, such as the PES ordinance in the Philippines, and a bylaw on the protection of EHRDs (DRC).

Southern partners or their constituents have also taken part in multi-stakeholder settings which in most cases were created by the government. Successful examples of outcomes have been their involvement in committees in charge of developing spatial plans (Bolivia, Indonesia, the Philippines), where bylaws prepared or rules and regulations were harmonised TWG (DRC, the Philippines, Bolivia).

As already mentioned, until so far Southern partners in some countries need to further rethink their L&A strategies to lobby corporations and government entities in support of mining, industrial agriculture and infrastructural projects). Possibly these strategies require international support where possible.

IEC meetings will possibly only mobilise IPLCs, their administrative and customary leaders if these messages answer their direct needs and strategic interests and show possibilities to meet these.

Effectivity of ToCs for outcome pathways implemented and assumptions in place

Point of departure for the ToCs analysed by the evaluation has been the *latest version* of each outcome pathway as presented in the M&E reports, which have been changed and *agreed upon* in workshops with Southern partners. Most reported changes in country or landscape ToCs were meant to downsize the very high ambitions of partners at the start, based upon real progress being made by the end of 2018.

Table 12 Assessment of the implementation of ToCs and assumptions.

Country	Outcome under evaluation	ToC implemented?	Assumptions in place with regard to L&A?	Why (not) effective?
<i>(Expansion of) plantations/concessions halted/regulated/ conform to standards</i>				
Bolivia	State complies and ensures compliance of existing environmental legislation and international agreements	Partially	<i>In place:</i> CSOs effective when they use credible information. Dissemination of reliable information <i>No traces found:</i> International pressure; Informed CS demands compliance with the law	Political context constrained collaboration with public sector; timid collaboration between GLA partners; Dialogue and advocacy towards national level authorities requires further development
Ghana	Campaign to make part of Atewa Forest a protected area and to prevent bauxite mining	Campaign was triggered by external factor	<i>In place:</i> Civic space maintained, evidence based L&A and working in CSO coalitions AND citizens directly involved in the campaign. <i>Not in place:</i> Suggestion in original plan to adopt a tripartite approach	Involving more prominent organisations and personalities would have increased pressure on the government to stop mining intentions. Suggestion to engage with Attorney General's Office on future plans for Atewa and GIADEC
Indonesia Gunung Tarak	Oil palm growers sustainably manage their concession, while traders/buyers conduct sustainable trade	Partially, interventions limited to local level	Few cause-effect assumptions were articulated, most assumptions referred to conditions needed to achieve the outcome	Intentions in ToC not (sufficiently) addressed, such as efforts for the enactment of the OP moratorium at subnational level

Country	Outcome under evaluation	ToC implemented?	Assumptions in place with regard to L&A?	Why (not) effective?
<i>Community Forestry /Land tenure and NR Rights</i>				
Ghana	TTR to make benefit sharing more equitable in cocoa forest landscapes	Entirely (although final outcome is pending)	In place: Civic space maintained, evidence based L&A and working in CSO coalitions to obtain support of their constituents; collaboration with Forest and Water Resources Commissions	Strong mobilization of CSOs and support on legal and governance issues. GLA partners' experiences and connections in the sector prior to the programme
Indonesia	IPLCs have a greater involvement in sustainable forest and land management - through SF permits	Partially, strategy was limited towards supporting IPLCs and LGUs directly	Few cause-effect assumptions were articulated, most assumptions referred to conditions needed to achieve the outcome	Intentions in ToC were not (sufficiently) addressed, such as harmonisation of SF permit procedures for quicker delivery
Central DRC	Living conditions for IPLC improved-3 community forestry concessions	Entirely – for the three community concessions	In place: Federation of artisanal loggers in the driver seat of L&A. Not entirely in place: Agricultural services for support to IPLC, but assumed by an NGO.	Day-to-day follow-up on the procedure. Capacity development and advisory for all actors in the procedure
Eastern DRC	Economic and Environmental Justice	Partially	No information	Fair land distribution was beyond the duration of the GLA programme: Difficult context
<i>Participation in decision-making & inclusive spatial planning and forested landscape governance</i>				
Philippines Sierra Madre	Enforcement of policies ensuring participation of IPs in local governance, and the actual implementation	ToC implemented, however difficulties to making FPIC work for IPs	Long term capacity building of IPs, bottom-up approach, dialogue, multi-stakeholder approach, TWG	More leverage needed to complement the dialogue approach, with public campaigning. Constrained by the anti-terror act and COVID-19
Eastern DRC	Improved relations between IPLCs and two National Parks and other actors	Implemented but not effective	Not in place: Relations Park authorities and IPLC for community conservation Not sufficiently in place: conflict transformation on NR management and land.	IEC meetings not effective; Negotiations between concessions owners and ex plantation workers promising. Spatial mapping promising.
<i>Sustainable NR use (inclusive forest management) for improved livelihoods</i>				
Indonesia	IPLCs protect and use forests for sustainable and local livelihood.	Partially, Interventions concentrated at local level	Not in place: improved socio-economic conditions for IPLC contribute to sustainable NR use.	Intentions in ToC were not (sufficiently) addressed, such as using grievance mechanisms and enforcement of existing regulations
Central DRC	Sustainable exploitation of NR secured	Partially, no suitable cases found for filing complaints	In place: Opinion leaders enforce existing regulations (federation of artisanal loggers)	Effective and to be continued
Philippines CDO and Sierra Madre	Multi-Stakeholder groups and IPs sustainably manage forested landscapes, revive traditional farming systems and pilot nature-based solutions	Implemented	In place: long term capacity building of IPs, bottom-up approach, partnerships for wildlife and forest patrolling	Effective

What can be learned for increased effectiveness?

The following lessons learned are likely to contribute to the successful implementation of the next GLA programme.

Capacity development: Evidence-based L&A has been identified as a condition for effectiveness in all countries. In addition to this, working in coalitions and with the public sector, as well as having a clear and well-developed L&A strategy are needed. Long-term coaching and learning trajectories based upon learning by doing with trial and error are likely to be more effective than one-off interventions. Additionally, concerted capacity strengthening of different actors, who together are part of a wider system (judicial system, community forestry concessions procedures, and learning in multi stakeholder partnerships) are most likely conditions for success.

More reflections are needed to deal with the power imbalances when lobbying corporations and government entities that are not pursuing the interests of IPLCs and GLA. Most likely an international dimension is required.

Lobby and advocacy: A very first condition for success consists of having a solid L&A plan in place that presents strategies towards different outcomes and how different types of actors will be influenced. Such a plan needs to carefully balance if 1) direct evidence-based advisory is enough, or if it is necessary to add strategies such as 2) working with CSO and civil actors coalitions; 3) participating and making use of government led committees, platforms or TWG, 4) public campaigns or demonstrations and 5) filing complaints.

Creating L&A readiness of IPLCs and other actors to introduce change only happens when they perceive their own interest in doing so with intrinsic motivation, have readily available L&A capacities, and the awareness of- and ability to use opportunities as these become available. Strengthening the organisational performance of IPLC organisations will support them to start their own L&A practices.

Partners in some countries explicitly use those spaces offered by the government for influencing, whereas others stay within civil society spaces to influence government. It would be suggested to further explore the advantages and inconveniences of using either government led (or private sector led) spaces or create those in civil society²¹.

With regard to ToCs and assumptions: A first observation, based upon the programme in Bolivia and the Eastern landscape of DRC relates to finding the right match between context and strategies used. The political context made working with the public sector in Bolivia very difficult and working with IPLCs and CSOs would probably be more effective. In DRC, addressing land conflicts between IPLCs, concession owners and other stakeholder towards a more equal distribution of land use is most likely to be more beneficial for IPLCs to improve their livelihoods and will improve stakeholder relations in a more effective and sustainable way. This approach will however remain challenging and difficult, but the evaluation is confident that partners in Bolivia and DRC have the capacities to address these issues.

The effectiveness of the programmes could be enhanced by addressing structural issues, that, though challenging, may generate benefit for more IPLCs. In DRC, Indonesia and in the Philippines, the procedures to obtain land tenure or land and NR access rights are lengthy, expensive and dependent upon external support from NGOs. A commendable example is that of Indonesia where two districts have changed their long term forest management plans in support of SF permits. Southern partners could possibly address those issues so that access to these public services for IPLCs becomes easier. Other structural issues to address in favour of a landscape approach foster spatial planning processes that provide transparency about existing claims on land, forests and natural resources.

²¹ https://www.powercube.net/wp-content/uploads/2009/12/finding_spaces_for_change.pdf

5.2 Relevance for IPLCs and women

This section answers the following evaluation questions (see 1.2)

1. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and indigenous people (IP) and/or for values of the GLA alliance such as climate resilience and biodiversity?
To what extent and how has the programme contributed to changes in rights, benefits and participation, in particular for indigenous people (IP) and other local communities? What does this mean for the GLA and its country/thematic TOCs?
2. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation (gender roles, rights, power balance, equality, etc.) within each of the three core conditions of the GLA?

The online evaluation misses information to be obtained by observations at field sites and interviews with GLA's constituents.

The M&E system in place has not kept track of numbers of IPLCs, women and men for whom the outcomes have been relevant, nor the areas (in hectares) that have come under a more sustainable management system through the programme.

Sections 5.2.1, 5.2.2 and 5.2.3 present the findings for respectively IPLCs and women, whereas 5.2.3 reflects on these findings, in terms of implications for country ToCs. *The implications for the Programme ToC will follow in 7.3.*

5.2.1 Relevance for Indigenous People and Local Communities

The following table presents the results regarding relevance for IPLCs and changes in rights, benefits and participation in decision making, as a result of GLA I country programmes. After the table the relevance of the ToC with regard to IPLCs is elaborated upon.

Table 13 Country/landscape relevance for forest dependent people/IPLCs with overview of changes.

Country	Outcomes relevant for IPLCs?	Changes in rights	Changes in benefits	Changes in participation
Bolivia	Yes. For various IP organisations, IP management organisations of protected areas and ICCA network, lowland movement and communities affected by alluvial gold mining.	IPs capable to defend their territorial rights, defend natural heritage, manage NR	No information available	Participation in forums, including UN forums. IP organisations form coalitions for L&A Learning from exchange with the Philippines
DRC central landscape	Three IPLCs obtained community concessions. Respect of obligations of artisanal loggers vis-à-vis the IPLCs on whose customary land they have a logging permit unknown (a concern)	Three community forestry concession rights obtained; no rights for IPs yet. 60 artisanal loggers legalized and obtain exploitation rights	No information about who benefits from what in the concessions and with regard to the logging permits	Some IPs participated with local communities in programme meetings. No information how democratic management of the concession titles are.
DRC Eastern landscape	Relevant for some IPLC and ex-plantation workers. Timid improvement of IP – Park relations in North Kivu, but serious conflicts in South Kivu Province (not caused by GLA). Land rights for IPLCs not sufficiently addressed	Ex-plantation workers access land through sharecropping system; land rights for IPs not addressed, causing serious conflicts in the Kahuzi Biega National Parc	Small business development based upon NR for IPs and communities, by far not sufficient for improved livelihoods	IPLCs voices on land issues integrated in proposal for New Land Law IPLCs voice their concerns regarding oil exploration in Lake Edward
Ghana	Awaited TTR relevant for local communities as women, men and youth all harvest NTFPs Result of lawsuit against mining pending	Farmers who own land, will benefit from the compensations foreseen in the TTR	TTR compensations foreseen	Atewa citizen coalition formed and takes part in the law suit on mining
Indonesia	Most relevant were interventions to obtain SF permits and to support IPLCs in using grievance mechanisms.	19 IPLC obtain SF permits	No information on benefits for IPLCs having SF permits. IPLCs start tree seedling nurseries	No information about inclusiveness of the management of the SF permits. Some IPLC start to use non legal grievance mechanism against corporations
Philippines SM	Interventions centred around the needs of IPLCs so that they care for the environment they live in. environmental justice remains an issue for IPs.	Secured land rights for IPLC through existing rules and regulations	Community based enterprises	IPs take their seats in government councils and TWG and committees IPs collaborate with public sector to prevent violation of NR regulations
Philippines CDO	Interventions centred around the needs of IPLCs, in particular on disaster and economic resilience	Most IPLC already have their land titles. Still conflicts to be resolved: environmental justice	Community based enterprises with financial support from LGU	IPs take part in the MSBs; Coalition of 50 CSOs formalised for L&A through the MSB

Relevance of outcomes: Generally speaking, outcomes obtained were relevant for IPLCs with the following observations:

In the first place in DRC, Ghana and the Philippines, some outcomes are still pending and all related to amendments of laws or bylaws that will increase the possibilities of IPLCs to secure their land and NR (user) rights or benefits from existing rights. Also the lawsuit against the government for initiating bauxite mining has not yet reached a final verdict.

An issue of concern remains the situation of IPs in DRC: Until so far the programme has not been relevant for them, partially because they are not settled (in the central landscape) and under influence of the Bantu populations. Their rights to a descent livelihood are being violated on a day-to-day basis.

Securing land tenure and access rights to land and NR have occupied a central place in many of the ToCs: Southern partners have seized the opportunities provided by existing rules and regulations in the Philippines, Indonesia, as well as in DRC to obtain land and NR (user) rights. In Bolivia no efforts in this direction have been observed and a law to secure the land rights of IPs (ICCAs) is not yet in place. With regard to the central landscape of DRC, this evaluation suggests to put in place mechanisms that confirm that artisanal loggers who obtain logging permits on the customary land and forests of IPLCs, abide to the specifications of these permits, such as FPIC.

The country evaluations of Bolivia, Indonesia and Philippines show that land and NR rights that are currently secured may be threatened by the ongoing expansion of concessions, plantations and infrastructural works.

With regard to *changes in benefits* little information has been obtained in terms of numbers of IPLCs having improved their livelihoods through stronger ecosystem services and through nature based economic activities. As has been observed in the mid-term evaluation of the programme, sustainable livelihoods prevent the unsustainable use of NR, poaching and illegal occupations of protected areas. This has been mentioned in the evaluations of DRC, the Philippines and Indonesia. These relations merit a more prominent place in the design of future ToCs, even if improving livelihoods cannot be financially supported through the programme: complementarity with other financial sources such as local governments, private sector and other programmes are worthwhile exploring (see the Philippines). GLA’s programme document of October 2015 already mentioned that synergies were to be identified with programmes and experts in the position to foster sustainable livelihoods. The collective and inclusive *management* of community forests has until so far not been addressed in the country programmes.

With regard to the *participation in decision making* different practices have been observed in terms of IPLCs 1) participation in government led spaces and forums (the Philippines and to a lesser extent Indonesia, 2) taking part in CSO coalitions (Ghana, Bolivia, the Philippines) to claim their rights, and 3) taking part in the process of obtaining land and NR rights or permits (DRC, Indonesia, the Philippines, Ghana) and managing these rights and permits.

5.2.2 Relevance for women

Table 14 presents the findings in relation to the relevance of outcomes for the needs and interests of women, in terms of changes being observed in 1) land and NR tenure or access rights, 2) benefits, and 3) decision making power. The last column summarises the extent to which transformation of gender roles have been observed.

Table 14 Relevance of GLA country programme for women

Country	Outcomes relevant for men and women	Changes in land and NR rights	Changes in benefits	Changes in decision making	Transformation of gender roles
Bolivia	Most relevant were those interventions that directly addressed IP organisations and other CSOs.	Gender dimensions into forest policies and practices	No information	Gender addressed in bylaws of IP organisations; women participate in international advocacy events	Yes. Support of female leadership and support of non-traditional roles. Women-led resistance against concessions
DRC central landscape	30% of the artisanal logger SMEs managed by women	SMEs obtain user rights	Community forestry concessions accessible for women for agriculture	Two of the three management committees of the forestry concessions are chaired by a woman	No/yes. Some of the female manager of the SME replace their husband who is a civil servant and not entitled to do business. Women chairing the management committees reflect a transformation.
DRC Eastern landscape	It is the first time that women are involved in land and NR issues	No information, no strategy in place	Small business development based upon NR	Some women in fish processing engage with park authorities to transport fresh fish products on time	No transformation of roles, but women empowered to engage with authorities to run their business.
Ghana	Equal opportunities for women and men in programme activities	No information, no strategy in place	Male and female tree owners may benefit from the TTR when approved	Women explicitly participated in the ABC demonstrations	Yes. When women realized that bauxite mining does not generate jobs for women, they engaged in the ABC
Indonesia	Women included in activities, no gender mainstreaming strategy in place	No information, no strategy in place	Women develop small businesses and agriculture	No information	Yes. The extent to which women control incomes generated is not known. Women-led resistance against concessions and industrial plants
Philippines SM	Gender sensitivity applied in strategic design and implementation	Not known	Access to LGU's gender and development budgets increased	Women as representatives of IPs take part in local councils, working groups and partnerships	Yes. Women take a lead position in resisting the construction of dams
Philippines CDO	Gender sensitivity applied in strategic design and implementation	Not known	Community business enterprises include women	STR3AMS is chaired by a federation of women; female leadership mobilized in IP and other communities	Yes. Female leadership fostered.

The Consortium has increased its gender support to Southern partners as of 2018. This support consisted in the first place of mainstreaming gender in partner organisations, as described in the capacity analysis.

The M&E reports and the evaluation reports show that most partners take gender into account by ensuring equal opportunities in capacity strengthening activities. The evaluation reports mention that a gender mainstreaming strategy is being implemented in the Philippines, but is missing in Indonesia. In Eastern DRC, the implication of women in NR governance has been considered for the first time, because most interventions in that landscape address gender issues in the health sector. Special attention has been given to voice the concerns of women in campaigns and to women-only CSOs (Bolivia, Ghana, the Philippines, DRC) and to female IP leaders (Bolivia, the Philippines).

With regard to *securing land tenure rights or access* to NR for women, only in Bolivia gender dimensions were integrated into forest policies and practices by GLA partners. None of the country

programmes formulated specific intentions with regard to this core condition, although women in matrilineal societies in Ghana may benefit from tree tenure when the concession law will be approved.

With regard to *benefits*, most efforts have been deployed in supporting women to develop small businesses based upon NR (DRC, Indonesia, the Philippines) as well as in agriculture, including agroforestry (Ghana, Indonesia, the Philippines, DRC). Examples include fish processing and marketing, mushroom cultivation, agriculture in community forestry concessions and harvesting NTFPs for commercialization.

Women's *decision making power* at community level and beyond has been strengthened: Examples are 1) the IP organisation STR3AMS that operates at the landscape level and that is currently being chaired by a federation of women in the Philippines, 2) women being supported to become active as community and tribal leaders (the Philippines and Bolivia), 3) IPLC women chairing of two out of three community forest management committees, and 4) gender sensitive bylaws having been prepared in support of female leadership in processes to strengthen the organizational performance of IP organisations in Bolivia.

Transformative gender roles have been noticed in most landscapes, although at a limited scale. In Bolivia, Ghana and Indonesia women have initiated or took part in campaigns to resist against the construction of dams, mining concessions, geothermal power plant projects. In Bolivia resistance is led by women against plans to construct a dam. In Ghana, women massively joined the campaign against a bauxite mining project when they realised that these projects do not create job opportunities for women and they were among those who filed a legal complaint against the government. Yet, the evaluation report of Indonesia questions the transformative character of women taking the lead in these demonstrations: the women-led resistance idea may have emerged when violence against women activists was seen as effective framing to draw public support or as a means to decrease violence by policemen during demonstrations.

Female leadership and transformative gender roles are fostered in Bolivia and the Philippines and partially in DRC. In this last country the management committees chaired by women reflect a transformation, but the 30% of SMEs being managed by women does not always reflect a transformation and needs to be nuanced when taking into account that some women replaced their husbands who are civil servants and therefore not allowed to do business.

5.2.3 Implications for the Country ToCs

This section formulates some recommendations for future country ToCs based upon reflections regarding the relevance of these ToCs for IPLCs and women.

Increasing the relevance of the country programmes for IPLCs and women is most likely to happen when Southern partners in the first place implement their ToCs as intended and regularly check if assumptions are still in place. The check of the effectivity of the ToCs possibly can be combined with a check of their relevance for IPLCs and women and how more IPLCs and women can benefit from the programme. *With regard to securing land tenure and access rights to land and NR*, the relevance for IPLCs and their organisations can possibly increase if partners address a number of structural issues that are challenging.

The simplification of the procedures to obtain land and NR (user) rights is a first suggestion, and this will probably require joint actions by IPLCs and CSO coalitions.

Addressing the expansion of mining, industrial agriculture and infrastructural works where government and corporations pursue other objectives than those related to inclusive and sustainable governance of forested landscapes is a second suggestion, which possibly requires international support when international companies are involved (Bolivia, Indonesia, Philippines).

A third suggestion is to foster spatial planning in order to obtain transparency on (legal) claims on land, forests and NR (DRC, Indonesia), making it possible to address issues at a landscape level. In the DRC, spatial planning is likely to support an increased access to land by IPLCs in the Eastern landscape.

The fourth suggestion is to continue lobbying for inclusive land laws where relevant for IPLCs and women.

With regard to the central landscape of DRC, this evaluation suggests to put in place mechanisms that confirm that artisanal loggers who obtain logging permits on the customary land and forests of IPLCs, abide to the specifications of these permits, such as FPIC.

With regard to *changes in benefits*, little information has been obtained in terms of numbers of IPLCs having improved their livelihoods through stronger ecosystem services and nature based economic activities. As has been observed, the relations between livelihoods, and the sustainable management of NR merit a more prominent place in the design of future ToCs: complementarity with other financial sources are to be identified with programmes and experts in the position to foster sustainable livelihoods.

In order to foster the inclusive management of collective land and NR titles or permits, the evaluation suggests to pay attention to the strengthen the committees in managing these titles or permits, and support them in obtaining a legal status.

With regard to the different practices in place for *decision-making* by IPLCs, the evaluation suggests to further reflect on how and in which spaces or forums IPLCs can be involved in decision-making processes beyond those of their own community concessions or SF permits: IPLCs are right holders vis-à-vis governments, and relations being fostered between governments and IPLCs directly could possibly further increase relevance.

5.3 Sustainability of outcomes and contributions to core conditions

This section answers the following evaluation questions:

1. To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions? These core conditions are:
 - Security of land tenure, or access to land and resource use
 - Inclusive decision-making on land use,
 - Nature based, sustainable approaches to the management of forested landscapes
2. To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic ToCs and type of interventions?
3. To what extent and how do the achieved outcomes contribute to the indicators in the IGG frameworks for climate resilience, water and food security?

Section 5.3.1, 5.3.2 and 5.3.3 each represent the *findings* in relation to these three evaluation questions, followed by 5.3.4, where *reflections* will be shared regarding the country ToCs. *The implications for the programme ToC will be presented in 7.3.*

The M&E system in place has not kept track of numbers of IPLCs, women and men reached by the outcomes (in relation to total numbers of IPLCs), nor the areas (in hectares in relation to the total landscape) that have come under a more sustainable management system through the programme.

5.3.1 Contributions towards inclusive and sustainable management of forested landscapes

GLA has formulated three conditions that need to be in place for inclusive and sustainable management of forested landscapes to happen:

1. Security of land tenure, or access to land and resource use;
2. Inclusive decision-making on land use;
3. Nature based, sustainable approaches to the management of forested landscapes.

The following table presents an overview of contributions made by GLA towards these three conditions.

Table 15 Contributions to the three conditions.

Country	Security of land tenure, access to land and NR	Inclusive decision making on land use	Nature based, sustainable approaches
Bolivia	IPs have obtained user rights of productive forests as of 2019 and claim their rights. ICCA land and NR rights law is missing	IPs, peasants and local communities involved in management committees on area based planning; IPs need to approve deforestation plans, before the regional Land and Forest Authority gives the final authorization.	Low cost, low impact logging technologies in the pipeline Mobilisation against concessions
Central DRC	Artisanal loggers comply with existing regulations in the forest sector ²² . Three community forestry concession tenure rights obtained	No information	No information on exploitation practices of artisanal loggers. Minor agroforestry initiatives in the forestry concessions
Eastern DRC	National land law to be approved by the President's Office. Provincial bylaw on traditional land tenure modalities to be approved by the Parliament. Ex-plantation workers access plantations with shareholder contracts. No access to land and NR for IPs.	IPLC's voices on land governance introduced in proposals for new land law	Minor activities
Ghana	Amendment of concession law awaiting approval by the cabinet. Citizens and CSOs are taking leadership in suing the government for its intention to start mining	Farmers and CSO wait for the approval of their amendment of the concession law	Agroforestry initiatives on farm land Halting bauxite mining
Indonesia	IPLCs obtain SF permit, and Village Forest Management plans secure access to NR ²³ . Two districts reviewed their long term forest management plans in favour of SF permits	200 IPLCs represented in a provincial platform with public administration and CSOs to obtain SF permits. IPLCs participate in land use planning ²⁴	Tree seedling nurseries, reforestation, NTFP initiatives; forest patrols. Using grievance mechanisms against corporations
Philippines Sierra Madre	National Green Bills (including ICCA rights) to be approved by the President's Office. Awarding of tenure and access rights to IPs in the Sierra Madre	IPs involved in local management committees for area based planning, in TWG, in local government councils, and in wider CSO coalitions	Partnership with local authorities for forest patrols; campaign against construction of dams.
Philippines CDO	IPs already had their rights in 2016.	IPs involved in local management committees for area based planning, in TWG, in local government councils, in the MSB and in wider CSO coalitions	PES ordinance, reforestation and rehabilitation of river basin, community enterprise development, agroforestry

Country evaluation reports.

²² No information available concerning the extent to which FPIC procedures, management plans are being followed and benefits for IPLCs on whose customary land these exploitations have been granted.

²³ GLA's share estimated at 16% of SF permits issued in Mudiak Baduo landscape in the 2012-2019 period

²⁴ Outcome not evaluated because not selected in the sample

Contribution to land tenure rights

The contributions security to land tenure or access to land and NR have been described at length in different sections in this report. Existing rules and regulations were used to obtain land tenure rights or land and NR in Indonesia²⁵, the Philippines, DRC and Ghana. In most cases the rights are community based rights, except for DRC where individual forest exploitation rights were formalised for some 60 artisanal loggers for three to five years. In Bolivia, IPs have obtained access rights to the majority of productive forests.

Whereas Indonesian SF committees feel secured after having obtained their user rights because it also provides access to legal support, in the Philippines IPLC do not yet feel secured against possible public (central planning) and corporations (mining, agriculture) harmful activities.

New tenure rights are being lobbied for in DRC, Ghana and the Philippines and are awaiting the final decision by the President's office.

Participation in decision making (at local government, landscape, regional, national level).

The most frequently used strategies for participation in decision making are three-fold:

1. Participation in government led spaces and forums;
2. Participation in community based land tenure and land and NR user rights; and
3. Civil organisations, networks and movements.

With regard to the *first strategy*, the Philippines has continued strengthening the participation of IPs and women in spaces created by the government in both landscapes. They have 1) claimed their seats in local councils, 2) became members of TWG on the harmonization of land tenure regulations and FPIC, and 3) participated in local and regional committees in place for spatial planning at local level and regional level (master plans). In the CDO landscape, IPs and women are also being represented in the MSBs that operate at the level of watersheds, and which provide opportunities to relate to other actors for technical and financial support. Similar approaches exist in Bolivia where IPs are being represented in spatial planning committees. In one of the Bolivian regions, IP have also obtained the right to agree or not with deforestation plans before the regional land and forest authority gives the final approval. In Indonesia, GLA continued its support to a provincial multi-stakeholder platform in the Mudiak Baduo landscape, where civil servants, village forest groups and CSOs convene to obtain SF permits. In all these settings, representatives of IPLCs can voice their needs and address their strategic interests.

With regard to the *second strategy*, participation in decision-making takes place in the management committees in charge of managing collective tenure or user rights. Due to COVID-19, the evaluators have not been in the position to assess the functioning of participation in these committees.

With regard to the *third strategy*, participation in civil networks has been observed in most countries, where voices of IPLCs have been included in those of CSO coalitions lobbying national governments in Bolivia (sustainable wood harvesting), Ghana (ABC, TTR), the Philippines (Green Bills), and DRC (land laws).

Sustainable management approaches of forested landscapes through NR

Several strategies have been developed to strengthen the sustainable management of NR. The most frequently applied strategies were:

1. Ecosystem maintenance and restoration activities mentioned in the Philippines, Indonesia, Bolivia and DRC. The forest cover is said to have increased in Indonesia where IPLCs engage in reforestation. A community-owned slaughterhouse has been put in place in the Virunga national park in DRC, to decrease the pressure of goats on NR. In Bolivia, a low impact logging technology has been formalized in a bylaw at landscape level. In the Philippines, in the CDO landscape, reforestation and rehabilitation of the riverbanks is taken place with national funding and private sector organisations are showing an interest to contribute;
2. GLA has also supported community based enterprises to improve local livelihoods based upon the sustainable use of NR in DRC, Ghana, Indonesia, and the Philippines. In the Philippines,

²⁵ 16% of community forest management agreements in the period of 2012-2019 have been supported by GLA partners.

partnerships between IPCLs, public sector, academia and private organisations contributed to new products and their integration into value chains. Other examples consist of the introduction of agroforestry at farm and community level;

3. A first river-basin-wide PES system in the CDO landscape of the Philippines being accepted and in the process of operationalisation. This experience is being shared with other river basin committees at national level; and
4. Efforts to stop the expansion of plantations/concessions and infringements of existing regulations. IPLCs and wild-life officers work together in wildlife and forest patrolling activities in Indonesia and the Philippines; in Indonesia, IPLCs use local grievance mechanisms against corporations who act against existing regulations; in DRC, IPLCs are monitoring to detect environmental crimes which are brought before justice. More citizen-based tools have been introduced to detect violations of regulations, such as 'This Is My BackYard' (TIMBY), acoustic monitoring and FLEGT Watch, which are being piloted and further developed (see FLG and agro commodities' report). In Ghana, citizens mobilised against bauxite mining; in the Philippines, they campaigned against the construction of dams; in Indonesia and Bolivia, people also campaigned against concessions and powerplants.

5.3.2 Sustainability of outcomes achieved

Together with the Southern partners, evaluators have identified context specific risks that have an impact upon the inclusive and sustainable management of landscapes. Table 15 presents these risks and uses the traffic light system presented in Figure 2 in 3.1.2: Green indicates that outcomes are likely sustainable for the next two years, orange means that more support will be required towards sustainable outcomes and red means that outcomes are not likely to be sustainable.

Table 16 Risks and consequences for the sustainability of outcomes, and observations.

Country	Risks	Sustainability of outcomes	Suggestions
Bolivia	Land and NR under threat ²⁶ ; unstable political context, weak LGUs and rule of law; Climate change and narco- trafficking; COVID-19	<i>Orange to red</i> for outcomes with public sector. <i>Orange - Green</i> for outcomes related to organising IPs and CSO	Promote structured, transparent and wide participation spaces for IPLCs. Disseminate impacts achieved by IPLCs as a result of effective collaboration
Central DRC	Unstable political context, weak public institutions and rule of law Civil servants not regularly paid.	<i>Orange - Green</i> for federation of artisanal loggers and community forestry concessions	Federation is a change agent to ensure the enforcement of rules but requires further support. Other NGOs will follow suit to obtain community concession rights. Collective actions are needed to simplify procedures to obtain concession rights
Eastern DRC	Land and NR under threat ²⁷ → wide spread poverty→ youth continues poaching, forming militia and enter the parks; Unstable political context, weak public institutions and rule of law	<i>Red</i> for outcomes related to peace, stability <i>Orange</i> for new land law and bylaw on land management and for judicial system to sentence perpetrators of environmental crime	Priority number one is to foster a fair redistribution of land for IPLCs.
Ghana	Elections mean changes in leadership in key government institutions GLA staff leaving whereas L&A is person dependent Funding needed for court case and to keep momentum	<i>Orange-Green</i>	ABC: More support needed from prominent citizens and CSO and engagement with strategic actors as GIADEC and Attorney General's Office For the TTR: More interest and support by public officers is still needed.
Indonesia	Elite capture, demotivated community, dependency upon external support; Improvement of livelihoods needed; Fear that SF permits will be overruled by other actors	<i>Orange-Green</i>	Obtaining SF permits and working on village forest management plans can be seen as best practices to improve village governance. Support IPLCs in acting against corporations who are violating rules and regulations
Philippines – Sierra Madre	Partnerships for forest and wildlife patrolling as a pilot need to be scaled up to other LGUs Existing FPIC and EIA guidelines insufficiently secure IPLC's land and natural resource rights	<i>Green for most outcomes</i> <i>Orange - Green for outcomes related to FPIC</i>	Indicators for success: bottom-up, multi stakeholder and systemic approach. Securing tenure ship and community conserved areas, harmonized spatial management plans and IPs taking their seats in government led spaces Reflection needed on how to deal with corporations and governments having vested interests on land and NR
Philippines - Cagayan de Oro landscape	Some more funding would be desirable for MSB Community based enterprises: access to markets and marketable production is work in progress Maintenance of forests is a question, however private sector/foundations interested in contributing.	<i>Green</i> <i>Orange- Green for community based enterprises</i>	Indicators for success: See Sierra Madre + funding from different channels; lengthy negotiation and lobbying processes and agreeing with opposing actors; strong CSO coalitions; private sector interested in contributing to rehabilitation of forests. Mentoring strategies to prepare new leadership are in place

Country evaluation reports.

Most outcomes obtained with the outcome pathway on peace and stability in Eastern DRC are in the *red zone* and not sustainable: wide spread insecurity, mainly caused by the unequal distribution of land and wide spread poverty explain these findings.

²⁶ Migration, mining concessions, monoculture, GMOs, animal husbandry, soya, ICCA land policies not in place.

²⁷ Unequal land distribution between national parks, concession owners and IPLCs and demographic growth and population density, 1973 land law.

Bolivia's outcomes that require collaboration with (sub) national governments and public administration are in the *red-to-orange zone*: the political crisis constrains working with the public sector and governments.

Both the Eastern and the Central landscape of the DRC have outcomes that are in the *orange zone* of sustainability. In the Central landscape these relate to the three community forestry concessions obtained by IPLC, which still require a lot of support toward obtaining sustainable outcomes for both IPLCs and the NR in the concessions. In the Eastern landscape, expectations are high with regard to the adoption of the national land law and provincial bylaws on land management, but the expected deadlines for their adoption have passed. The judicial system has improved its performance to sentence perpetrators of environmental crimes, but will need further support and monitoring.

All five countries have obtained outcomes that are in the *orange-to-green zone* of sustainability. In Bolivia, outcomes obtained with IP organisations and CSOs most likely to enable those to further claim their rights. The federation of artisanal loggers has become a change agent and lobbies the forestry and other administrative units to abide to existing rules and regulations. Outcomes for the moment are time bound and location specific and require further support to the federation to become more sustainable. Ghana's outcomes that relate to the amendment of the concession law and the bauxite campaign are still awaiting their final approval and verdict. The national elections may lead to changes in leadership of relevant departments and further financial means are necessary to keep momentum and to finance the lawsuit. Most important risks in Indonesia are those related to elite capture with regard to the management of the social forestry permits, the extent to which these permits motivate IPLCs to protect the forests and NR under their custody, as well as the improvement of their livelihoods as a result of these community forests. In the Philippines, the FPIC regulations do not yet entirely secure the rights of IPLCs to voice their concerns, and the pilots for wildlife and forest patrolling by IPLC in partnership with the public administration are at an infant stage but ready to be scaled up. The community based enterprises require further support in order to make them financially and environmentally sustainable.

The Philippines have obtained many outcomes in the *green zone* of sustainability. These successes are for an important part being explained by the bottom-up, multi-stakeholder and systemic approach: based upon these approaches finance is being mobilised from different sources, including private sector; knowledge from different stakeholders (IPs, private sector, academia, public sector and CSO) is being used to foster more sustainable outcomes and partnerships have become effective. In these, securing tenure ship, community conserved areas, together with harmonized spatial management plans and IPs organising themselves and taking their seats in government led places are the stepping stones. The multi stakeholder outcomes have been the result of lengthy negotiation and lobbying processes and agreeing with opposing actors, which started before the current programme.

5.3.3 Contributions to the IGG frameworks

The short term outcomes of the three IGG frameworks are the following:

- For the food and nutrition framework, 1) people's nutritional situation improved, 2) performance of family farming systems improved, 3) ecological sustainability of farmland strengthened
- For the water results framework, 1) water is used sustainably and equitably, ensuring the need of all sectors and the environment at country and transboundary level, 2) water is efficiently used in agriculture and 3) water, sanitation and hygiene at household level is improved
- For the results framework of forests, 1) public and private governance to halt deforestation, forest restoration and forest conservation improved, 2) resilience and strengthened livelihoods of forest dependent communities and small producers strengthened.

The outcomes obtained in the five countries evaluated relate to the three IGG frameworks in the following way.

With regard to the *food and nutrition security framework*, contributions have been made toward improving the performance of family (and community) farming systems as well as to the strengthening of ecological sustainability in all five countries. Outcomes include the strengthening of

agroforestry, and IPLCs obtaining (collective) land tenure and land access and RN rights to land. No quantitative data have been collected such as the number of family farms reached and areas covered in hectares. The improvement of people's nutritional status was not an objective of the programme.

With regard to the water results framework, a contribution has been made to Integrated Water Resources Management (IWRM) in the CDO landscape of the Philippines, where the programme has supported two multi stakeholder platforms for the IWRM of an area that nearly covers an entire watershed. In the Sierra Madre landscape, harmonised management plans for a watershed were realised. No figures are available of people having benefitted from operational IWRM plans or benefitting population. However, the local Philippine population is involved in riverbank rehabilitation and reforestation works with support from national funding.

With regard to the results framework of climate policy on forests, contributions have been made towards improved public and private governance to halt deforestation, to forest restoration and conservation in Bolivia, the Philippines and Indonesia by IPLCs, LGU and multi stakeholder platforms at watershed level. However, major threats to deforestation, such as the increased expansion of agricultural plantations, mining concessions and other industrial plants have proven to be difficult to address. The programme contributed to an increased resilience and strengthened livelihoods of forest dependent communities and small producers in DRC, the Philippines, Indonesia, but no quantitative data could be obtained.

5.3.4 Implications for the country ToCs

Most implications for the country ToCs in terms of effectivity and relevance have already been described in 5.1.3 and in 5.2.3.

In addition to these, the evaluation recommends to foster the *institutional sustainability* of outcomes. As has been observed, important outcomes obtained in most countries were based upon past achievements, experiences and networks, and new outcomes will be based upon the efforts of GLA. For these institutional and long term changes, a long term vision which requires multiple programme cycles, possibly with different funding sources, needs to be in place to navigate change. Thinking in the long term and acting on the short and intermediate term are worthwhile strategies to further explore in all countries.

Whereas most country programmes already used existing regulations to secure land and NR (user) rights for IPLCs in favour of institutional sustainability, it is recommended to also foster institutional sustainability with regard to inclusive decision-making on land use and nature based, sustainable approaches to the management of forested landscapes.

With regard to *inclusive decision-making*, IPLCs and SMEs in some countries have become change agents by taking the driver seat in lobbying the government or corporations, or by taking part in government led spaces created by laws and regulations. The strategic use of these spaces will most likely further support sustainable outcomes. For this to happen, Southern partners are invited to further strengthen IPLC organisations and movements, as well as those of SMEs, who also have rights towards a conducive business environment: and to support them in making meaningful contributions in CSO coalitions and in government-led spaces.

As already mentioned, IPLC's livelihoods need to be secured as one of the strategies towards sustainable land use and nature based, sustainable management of forested landscapes. This is an important assumption that needs to be in place in most countries and therefore financial and technical support as well as market intelligence from other funding sources needs to be secured.

Next to these, the institutional sustainability of the country programmes is most likely to be improved when a landscape approach is being further developed, based upon spatial planning processes in which IPLCs and SMEs are being represented. These spatial plans clarify at the landscape level the existing claims on land and NR as well as identify those areas subject to deforestation, landgrabs or environmental pollutions which may be caused by corporations who do not abide to the rules and regulations in place. The country evaluations also informed the evaluators that where possible, international support strategies may be required.

6 Evaluation findings thematic reports

Thematic evaluation findings are present related to effectiveness and contribution (paragraph 6.1), relevance and crosscutting issues (paragraph 6.2) and contribution to core conditions and sustainability of outcomes (paragraph 6.3).

6.1 Effectiveness and contribution

This section presents the findings on the following evaluation questions:

1. To what extent has the programme contributed to improved L&A capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to lobby & advocacy outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?
2. To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favour of GLA programme objectives?
3. Which strategies were effective, which were not, why and what can be learned from this?

Whereas 6.1.1 and 6.1.2 present the *findings* of the evaluation, 6.1.3 will present the *analysis and lessons to be learned*.

6.1.1 From capacities to L&A outcomes

This section presents the *findings* of capacities being strengthened during the GLA programme for each of the international themes. These capacities are those that 1) generate and use verified evidence; 2) build strong coalitions within civic space, engage with governments and the private sector; 3) develop clear and strategic L&A interventions; 4) continuously learn for improvement, and 5) guarantee sufficient ability for effective L&A.

Capacities developed

Southern and Northern partners' capacities to *generate and use verified evidence* have been strengthened in all three themes. In the *agro commodity theme*, those capacities concerned the understanding of how financial institutions, EU institutions, and grievance mechanisms work, as well as the further introduction of TIMBY in more countries to monitor illegal logging. Partners strengthened their skills in monitoring to which extent companies operationalised their commitments. Generic approaches and guidelines that support work on agro commodities in producing countries were shared and applied. Research conducted on the financial sector investing in oil palm was used for L&A at the level of the EU. Dutch partners produced the first EU Soy Monitor with the Sustainable Trade Initiative (IDH) which triggered a reaction from the European Feed Manufacturers Federation (FEFAC) and research by FERN and TBI on deforestation (and child labour and slavery) has influenced the cocoa processing industries in Europe and the EU framework on Sustainable Finance.

As a project under the *FLG theme*, TBI conducted research on Community Forestry Rights in GLA countries, and results will be used in the next GLA programme.

Under the *JET theme*, research findings on the impact of improved cooking stoves are currently being used for IEC meetings with IPLCs. Videos on the impact of oil extraction in Nigeria have been used to raise the awareness of IPLCs in Uganda and DRC. Together with Both Ends, Southern partners in Ghana, Nigeria, Togo and Uganda have finalised a study on the impact of the Export Credit Agency (ECA), an agency which is subsidising among others fossil fuel industries to continue extraction in Southern countries. The publication containing policy recommendations was widely shared with

policymakers in these four countries, the Netherlands, the EU, as well as civil society at national and international level. It is used in the framework on advocacy around greening ECAs.

With regard to the capacity to *build strong coalitions*, the North–South and South–South collaboration between GLA partners as well as their collaboration with existing CSO networks in the EU resulted in important outcomes being harvested with the EU for the agro commodities theme. In the meanwhile, 13 GLA partners have started to strategize, compare and give feedback on new laws and policies to combat companies that malpractice.

FoEI has been able to strategically position itself in the CSO networks that try to influence the Convention on Biological Diversity (CBD) and the Civil Society Mechanism (CSM) of the Committee on World Food Security (CFS). Southern partners were invited to take part in these meetings to become acquainted with the functioning of these institutions. Within the FoE association, partners aligned their positions with regard to community forest governance, agroecology, and the ‘financialisation’ of nature, which have been shared with CSOs in the above mentioned civil society spaces. IUCN NL financially supported regional meetings of the ICCA consortium in South East Asia, resulting in CSOs mutually reinforcing each other and on L&A in Latin America.

The JET programme built on, and strengthened various existing CSO coalitions, and also led to the establishment of various new ones. JET facilitated regional and international learning exchanges across countries at various stages of the oil extraction process. These events provided the opportunity to exchange on problems that partners face and to share and understand successful L&A methods and campaigning tools. Based upon these exchanges, new alliances were build and campaigning skills strengthened. The JET team developed a joint concept of what a Just Energy Transition entails, and used this in campaigning, research and advocacy at national and international level.

With regard to *engagements with public and private sector actors*, speakers tours on biofuels, deforestations and the consequences for IPLCs addressed members of parliament and policy makers of different countries and the EU: they allowed GLA partners from Indonesia, Liberia and Uganda to successfully influence policies and regulations. IUCN NL initiated the Dutch Soy Platform, a multi stakeholder platform in which both government actors and private sector actors and NGOs work together and seek to collaborate at EU level.

With regard to the development of clear and *strategic L&A interventions*, both the FLG and the JET team shared campaign tools and L&A strategies, and strategized with likeminded organisations, including the press.

Learning for improvement has been most evidenced in the JET team, where new insights emerged throughout implementation. The theme moved increasing towards fostering the introduction of renewable energies for IPLCs, and GLA partners increasingly became aware of the role of Northern governments in the continuation of oil extraction through the ECAs.

With regard to the capacity to *guarantee sufficient ability for effective lobby and advocacy*, female staff of African FoE members have mainstreamed gender in FoEI’s organisational culture and structure, and integrated it into the content of FoEI programmes. FoE members have presented their views in international forums of the CFS, and the gender justice group has become a member of the CBD’s Women Caucus and addressed a CBD meeting on their behalf.

L&A strategies used

The L&A strategies used by GLA partners to obtain outcomes are presented in the following table. In particular the team on agro commodities combined L&A approaches for collaboration with those of confrontation, as illustrated by the speakers tour on biofuels that facilitated meetings between Southern partners and policy makers, in combination with a social media campaign, or; the use of the grievance mechanism of the OECD against ING for investments in OP companies who malpractice, in combination with informal dialogue with ING and Dutch policy makers.

Table 17 L&A strategies used in each of the international themes (within the evaluation focus).

L&A strategies	Agro commodities	Forest and Law Governance	Just Energy Transition
Evidence based inputs for L&A	Sustainable finance, investment streams, OP plantations breaching rules and regulations and deforestation	Publications in journals	ECAs, cooking stoves
Multistakeholder dialogues	On sustainable finance, soy and cocoa Conferences with cocoa processors	Not found by evaluators	Meetings with policy makers in Nigeria and Uganda
Coalition forming	13 GLA partners formed a platform to strategize on OP.	With CSOs in the CSM and in the CBD Alliance	National and transboundary levels
Telling the stories of IPLCs	Speakers tours, in combination with public campaigns and video clips	CSM, publications	Videos on impact of oil extraction for IPLCs
Public campaigns	Against financial sector (in combination with informal dialogue)	Not used	Addressing governments to stop oil extraction (Uganda, DRC)
Using grievance mechanisms and law suits	OECD (ING)	Not used	Against Italian ENI for environmental pollution
Foster sustainable practices	Distribution of leaflets for sustainable cocoa production and GMO free soy seeds	Not used	Many IEC activities to raise awareness of IPLCs. Distribution of some cooking stoves and solar panel kits for demonstration purposes

6.1.2 Changes in policies and practices

For each of the international themes, as far as the evaluation focus is concerned, this section presents outcomes harvested at the level of changes in policies and practices, as well as outcomes that highlight how CSOs and other actors influenced policies. This section also describes the L&A strategies that were used to obtain the related outcomes.

The outcomes have been verified by the evaluators. GLA's contribution to these outcomes can be *at least* characterised as their interventions being a *necessary part of a causal package* of many other interventions, external actors and factors: without GLA the outcome would not have been achieved. For some outcomes, many actors and factors have been influencing the outcomes, such as the case on influencing the CBD. In these cases, GLA's contribution could not be established in terms of being a *necessary part of a causal package*. In a few cases, outcomes being documented in the first place have to be explained by the interventions of others: In these cases, GLA's contribution could not be distinguished.

The international themes have built upon existing processes of policy influencing and outcomes achieved before 2016 that in the long term will achieve the desired outcomes. This implies that over time many actors are working towards these outcomes, with different financial sources, strategies and partners. Desired outcomes are most likely to introduce *institutional* changes with new rules and regulations.

The following table presents the outcomes at the level of policies and practices and those achieved at the level of CSOs and other actors influencing these policies and practices.

Table 18 *Agro commodities, FLG and JET: Outcomes obtained.*

ToC outcome levels	Agro commodities	Forest and Land Governance	Just Energy Transition
Changes in policies and practices	Financial sector aware of policy changes needed and regulation of financial sector on the agenda of EU and UN EU decided on a regulatory framework to foreclose deforestation products on EU markets. EU biofuel blending target deleted as of 2021. Uptake of and policy support for best practices in palm oil sector, soy and cocoa in EU. Smallholders in Ghana start to produce deforestation-free cocoa and government gives trees free of charge Smallholders in Bolivia and Paraguay start GMO-free soy production	COP 15 of the CBD on the post 2020 biodiversity framework postponed due to COVID 19. Drafts represent positions of civil society, however not on agroecology ²⁸ . CFS 44 meeting reflects positions taken by the CSM WG on Forests for food security and nutrition. CFS 46 meeting further defines agroecology after a long consultation process started by FAO at regional levels as of 2014.	Bidding process for oil extraction delayed (or halted) in Uganda and DRC. IPLCs in Nigeria file a complaint for environmental pollution against ENI corporation. IPLCs aware of the need for JET in DRC and Uganda. Communities start crowdfunding to purchase solar light kits (Uganda) Communities switch to fuel-efficient cookstoves and/or solar lighting Several strategies developed to involve IPLCs in JET. Town council accepts solar street lights (Katwe, Uganda) Policy to increase off-grid connections launched by the government (Uganda) National Environment Management Authority (NEMA) proposes alternative water sources for oil projects (Uganda)
CSOs and other actors influence policies and practices	Collaboration between public, private and civil society (north – south) on financial regulations, biofuel target. Creation of Dutch Soy Platform, Sustainable Finance platform	FoEI strategically positions itself in the CS arena of the CBD to influence the post 2020 framework, and in the CSM as a technical facilitator of two working groups. FoE member stake part in these meetings, tell their stories and publish these.	JET coalition in Nigeria has a common vision. JET CSO network in Uganda agrees that oil extraction in critical habitats should be rejected. DRC-Uganda transborder network in place. JET and Feminism alliance created.

The AGRO thematic programme has reached the following outcomes at the end of the programme:

1. The financial sector became more aware of the need for regulation, with changes in policies and practices already taking place amongst banks, insurance agents and pension funds. The EU and UN institutions are in the process to further regulate the financial sector to eliminate land grabbing and deforestation through the expansion of agro-commodities. The most important L&A strategies used by GLA were the following:
 - Having meetings with Dutch Ministries and providing inputs to the EU on finance regulations.
 - Convening a multi stakeholder platform to further influence financial institutions;
 - Filing a complaint against ING Bank with the OECD for having invested in OP companies that have allegedly been involved in large scale deforestation, land grabbing and human rights violations, in combination with a public campaign, and informal discussions with financial institutions and policy makers;
 - Conducting research with BankTrack to increase the financial sector's transparency on investments that relate to deforestation. Findings were used for public campaigning;
 - Partners from Liberia and Indonesia presented stories of IPLCs having been affected by deforestation during meetings with the EU (speakers tour); and
 - FoE members attended the Inter-Governmental WG of the UN Binding Treaty on transnational corporations and human rights in Geneva, showing the impact of deforestation on the livelihoods of IPLCs to policy makers.
2. The EU (Commission and Parliament) decided to develop a regulatory framework to foreclose deforestation products on the EU market. The team influenced this decision in the following ways:

²⁸ Community Forest Governance was already decided upon during COP 14 in terms of recognising other governance mechanisms than those by government itself.

- An ad-hoc Dutch coalition of NGOs lobbied Dutch Ministers, parliamentarians and potential members of the EU Parliament to decide on mandatory measures against deforestation and conversion;
 - The team engaged with Dutch and Brussels-based NGOs to make a plea for EU policy and legislation against deforestation;
 - GLA partners presented research findings during the Amsterdam Declaration Meeting, which influenced the EU framework of regulations; some regulations were included in the development of the EU New Green Deal; and
 - The team met with Dutch Ministries to provide advice on the EU communication regarding the protection and restoration of the world's forests: after the consultation the Netherlands sent in a set of both binding and non-binding measures to the EC.
3. The biofuel blending target in the EU is deleted as from 2021 and biofuel demand from the EU does no longer boost demand for oil palm. The team:
- Organised dialogues with Dutch Ministries and lobbied the EC;
 - Showed a video clip on the effects of irresponsible mass oil palm plantations, just before a Dutch parliament commission meeting, which had a big influence on that meeting;
 - Organised public pressure on the Dutch parliament through social media; and
 - Through joint North – South research, identified an investment relation between ABP and an OP company in Liberia and provided evidence that the company breached rules and regulations.
4. The uptake and policy support for best practices has increased with regard to conservation measures and social, environmental and corporate integrity safeguards within the actual bulk trade chains of palm oil, soy and cocoa. With regard to *oil palm*, the team:
- Created an informal platform for Dutch NGOs on finance advocacy and convened dialogues with Dutch ministries on finance regulation (see outcome 1) and with financial institutions on South East Asian banks;
 - Published cases of OP companies having cleared high carbon stock forests, and;
 - Initiated a CSO Oil Palm Working Group, bringing 13 national organisations together to strategize, compare and give feedback on new laws and policies, etc.
- With regard to *soy*, the team:
- Facilitated the start of the Dutch Soy Platform and fostered collaboration between European platforms for deforestation and conversion free responsible soy;
 - Published with IDH the first European Soy Monitor²⁹; findings made the Dutch government realise that stricter measures to combat deforestation in soy are needed; and
 - Successfully lobbied the Amsterdam Declarations Partnership to include soy and cocoa on its agenda.
- With regard to *cocoa*, the team
- Joined the Cocoa & Forests Initiative (CFI) convened by IDH and lobbied the EU;
 - Ensured that civil society was added to CFI's steering committee, recognising the role that civil society can play in future reforms of the cocoa sector;
 - The CFI influenced the EU Action Plan on Sustainable Cocoa and included (local) experts and local CSOs in the CFI advisory board; and
 - Supported FERN in the elaboration of a joint cocoa sector vision document³⁰ on the issues to be included in bilateral agreements between the EU and cocoa producing countries so that they become meaningful.
5. Changes observed in commodity producing countries related to agro-commodities:
- The High Carbon Stock Approach Foundation had cancelled membership of an OP company in Liberia having deforested a High Carbon Stock area and another was delisted from the Dow Jones Sustainability Index. Also in Liberia, OP plantations were being forced to engage with IPLCs and civil society before they can proceed and the government put in place a thinktank to capture the impacts of OP. IPLCs in Liberia conduct more research, (using TIMBY) and are ready to use complaint mechanisms against companies who breach rules and regulations;
 - A company in Cameroon returned 13.000 hectares of forests to the government because these represent High Conservation Values;
 - Journalists from Indonesia increased their messages regarding OP plantations in Indonesia;

²⁹ https://www.iucn.nl/files/publicaties/european_soy_monitor.pdf

³⁰ The European Commission is exploring bilateral agreements with the governments of Ghana and Ivory Coast to ensure sustainability in the cocoa sector, and in particular to tackle deforestation, farmer poverty and child labour.

- In Ghana the government distributed trees free of charge for farmers who produce cocoa as part of agro-forestry; and
- In Bolivia and Paraguay smallholders received GMO free soy seeds.

The FLG team has contributed to the following outcomes:

1. The formalisation of Effective Area-based Conservation Measures (OECM) and ICCAs³¹ during CBD COP 14; FoE members attended the meetings in which decisions were taken. Most necessary contributions have been those of IUCN (Global) and the ICCA consortium, upon request of the CBD secretariat itself. Both terminologies imply that other than government governance systems are possible that foster biodiversity outside protected areas, including ICCAs and Community Forest Governance (CFG). FoEI members, like other CSOs and grassroot organisations have participated in CBD meetings and Working Groups to become acquainted with the system and to network with likeminded organisations;
2. As the technical facilitator of the CSM Working Group on Forests for Food Security and Nutrition and that of Agroecology, FoEI positioned itself strategically to support grassroot organisations and CSOs with the formulation of joint positions regarding community forest governance and agroecology. Although the CFS committee meeting 44 adopted recommendations made by the CSM, no mention was made of CFG and agroecology. A CSM recommendation to have a conference on the role of large scale plantations to food security and nutrition was accepted by the CFS, resulting in a follow-up event in 2019;
3. As of 2019, FoEI continued to support CSOs to come to a common position statement to influence the new Biodiversity Framework for the 2021-2030 decade of the CBD. Results obtained until today show changes in these frameworks and voluntary guidelines that align with the positions of FoEI and GLA. The many submissions and interventions and the various influencing processes behind closed doors makes it impossible to establish the contribution of FoEI. The CBD COP 15, meant to adopt the Framework, was reported to 2021 due to COVID 19; and
4. FoEI and the CSM have been influencing the CFS and the FAO to put the theme agroecology on the agenda. During the CFS 46 meeting the CSM, under the technical facilitation of FoEI, agreed on the main elements of the description of the term in these debates.

JET contributed to several CSO coalitions with an aim to abandon fossil fuel in favour of renewable energy, as part of one of its ToC's pathways. The following JET outcomes can be reported:

1. L&A activities were assumed to be more effective if CSOs speak with one voice, communicate the same messages, use the same methods of action, and have shared and complementary capacities. The JET partners confirm that working in coalitions has indeed increased their effectiveness. In DRC, GLA supported three coalitions – each with a different (geographic) focus. The existence of one of them predated the involvement of the GLA, and GLA contributed to its continuity. The others started with support of the GLA. In Nigeria, ERA (Friends of the Earth Nigeria) was the driving force behind the establishment of a JET coalition of Nigerian CSOs that formulated a common vision based on a strong consensus. In Uganda, although full consensus on national agendas on inclusive and just energy transition has not been achieved, the consensus that oil drilling activities should not be allowed in critical habitats is a relevant step. The GLA also sufficiently ensured the continuation of the DRC-Uganda transborder coalition. In addition to the work in the three focus countries, JET started an exchange with Latin American partners, and a 'JET and Feminism'-alliance.
2. Another outcome that JET worked on, was to create best practices of community involvement in inclusive and just energy transitions. In DRC, GLA applied various methods to reach communities and sensitise them to the importance of a JET, reportedly increasing their awareness and knowledge and the risks associated with exploiting oil resources. The partners report a wider community appropriation, which is demonstrated by the collection of signatures against oil exploitation. This appropriation is groundwork for the community to take further action. In Nigeria, GLA was able to reach their targets in reaching communities to sensitise them to a JET, which is contributing to the groundwork necessary to mobilise communities to become active. GLA also involved communities in the Ogoni clean-up by training them to monitor the process. GLA has provided a sufficient contribution to a community's court case against the oil company Eni in

³¹ 'Territories and areas conserved by indigenous peoples and local communities'.

Italian courts, demonstrating a successful way to obtain justice for oil-affected communities. In Uganda, GLA contributed to create various examples of how communities can be involved for an inclusive and JET. Activities to increase awareness and knowledge were the first step, expanded by a visioning activity that guided communities in making their own decisions on what alternatives best fit their needs. A large share of the outcomes achieved built on community involvement (including women's and youth groups), and communities crowdfund amongst themselves to be able to purchase solar lighting one home at a time. Community mobilization was also used to contribute to the third outcome that was evaluated, on delaying or halting oil projects.

3. Working through communities, JET also aimed to delay or halt oil projects in Uganda and DRC. For this outcome, the contribution of the GLA is hard to establish due to the complexity of the issue. In DRC, the GLA managed to mobilise a large number of citizens to speak out against new oil exploitation in the Virunga and Salonga national parks. In Uganda, GLA employed various activities to delay or halt new or existing oil exploration and extraction processes. GLA contributed to a global campaign which was successful in stopping the licensing process of an oil block in a highly sensitive area in 2017, delaying the government in their efforts to attract bidders for the block for an undetermined amount of time. For the land acquisition of another oil project, AFIEGO supported communities in their rejection of inadequate compensation for a long time. These communities had to resist heavy pressure from the government, and ultimately took compensation in 2018. There are several other, non-compensation related factors that contribute to the ongoing delay of the project. The rejection of an oil project's ESIA report by empowered communities was a relevant step which may have led to some improvement of the mitigation measures in the ESIA certificate. The mitigation measures remain inadequate, and other strategies are now employed to protect the ecosystem. In Nigeria, various community mobilisation efforts (including the Eni court case and the training of independent monitors mentioned under the previous outcome) may have contributed to this outcome, but their contribution to this outcome is part of a pathway that fell outside the scope of this evaluation.

6.1.3 Effectivity of capacity development and L&A strategies

This section presents the *analysis* of the findings presented in 6.1.1 and 6.1.2. and replies to the third evaluation question which is on the effectivity of the strategies used. The section draws a number of lessons learned.

Effectivity of capacity development and L&A strategies

Both the agro-commodities and the FLG theme supported Southern partners to become acquainted with how the EU, the CBD, and the CFS operate and to gain confidence in addressing policy makers at these levels. Learning of the FoE members in the FLG theme was based on experienced based learning within the FoEI association, culminating into members taking a common position, publish these and apply these experiences to facilitate the positioning of the members of the CBD Alliance and that of the CSM. A very concrete example has been FoEI's internal gender justice trajectory that has informed the CBD discussions about the post 2020 Biodiversity Framework. Most learning within these forums took place between likeminded CSOs and grassroot movements.

Learning between Southern and Northern partners and among Southern partners involved in the agro-commodities' theme was structured around exposure with the EU and other institutions and related to concrete interventions in each of their respective countries. In terms of contributions to outcomes this capacity development strategy was rather effective: learning was not limited between the GLA partners but also included collaboration and negotiations between stakeholders from different backgrounds like CSOs, policy makers, financial agents, agro-commodity processors, and included actors from Southern as well as Northern countries.

A successful feature in the JET programme was its South-South learning exchanges. Linking CSOs from countries where oil exploitation is (relatively) in its infancy to CSOs in a country that has had to build up experience on the issue was perceived as very useful by the CSOs involved. The partners in DRC and Uganda indicate that they learned from the Nigerian situation, as it provided a showcase of what happens when the oil industry emerges. Related to the previous point; filming the exchanges and the environmental damage caused by oil exploitation helped the partners to share the experience with their constituencies. The videos were valuable materials in the sensitisation efforts by the GLA partners.

Effectiveness of L&A strategies

The agro-commodities team engaged with many different stakeholders and used a wide range of L&A strategies based upon creating convening spaces for dialogue and negotiations with private and public sector policy makers, as well as applying confrontational approaches including filing complaints, public campaigns inviting people to react on social media, and presenting short video clips about consequences of deforestation for IPLCs, which had an influence on decision makers.

L&A strategies of the FoEI (FLG) team were successful firstly by building coalitions to jointly lobby the CBD and the CFS. In these processes FoEI positioned itself strategically in those civil society spaces that the CFS provided (CSM) and the CBD (CBD Alliance): Parties (States) will probably approve the 2021-2030 Biodiversity Framework during COP 15. The drafts of the new framework represent important parts of FoEI's position and that of GLA.

The JET programme was also successful in mobilising IPLCs, including women. Public campaigns probably contributed to halting intentions of the DRC and Ugandan government to start oil exploration in protected areas. A local community in Nigeria successfully sued an oil company in its country's court and Ugandan communities are refraining from handing over their land to the government for the construction of pipelines needed for oil transport. The community mobilisation and that of working in coalitions was regarded as a success, as partners see that it increased their reach and effectiveness, and it helped in providing safety for those working on the JET topics.

JET's hurdles to effectiveness included a lack of action from the government. In Nigeria, a bill for renewable energy got stuck in parliament. In other cases, agreements that have been signed by the government were not implemented. A second hurdle was that the equipment for renewable energy is not always of sufficient quality.

ToCs for outcome pathways implemented and assumptions in place and monitored

Table 19, presents for the outcome pathways under evaluations in each of the thematic programmes, the extent to which the ToC was implemented, if assumptions were in place and formulates a reflection with regard to the effectiveness of the ToC.

Table 19 Assessment of the outcome pathways implemented and assumptions in place.

Outcome under evaluation	ToC implemented?	Assumptions in place with regard to L&A?	Why (not) effective?
<i>Agro commodities</i>			
At EU and international level, the financial sector is regulated to eliminate land grabbing and deforestation for agro-commodity expansion	<i>Partly:</i> Influence financial regulations starting in the NL and technical inputs to EU. Complaint against ING for funding OP companies for deforestation & child labour. Regulation of the financial sector at EU and international level to eliminate land grabbing and deforestation is a process that can be expected to take more time than five years.	<i>In place:</i> If we put pressure on the financial institutions, OP companies will have less access to finance.	Significant steps have been achieved and the financial sector becomes aware of the need for regulation, with changes in policies and practices already taking place amongst banks, insurance agents and pension funds. Despite encouraging results, achieving the outcome of regulation of the sector will require ongoing efforts the coming years
The EU carries out an ambitious Action Plan to foreclose deforestation products on its market, including binding measures for trade and rules for the financial sector	Yes: GLA, in partnership with various actors, played a significant role in the process through which the EU (Commission and Parliament) decided to have an action plan which forecloses deforestation products on the EU market	<i>In place:</i> By regulating trade to Europe and restricting the role of international companies in land grabbing and deforestation, we are taking a step towards systemic change in decoupling agro-commodities from deforestation.	Collaboration across stakeholders from different backgrounds was required (CSO, private, public, UN, EU, Southern, Northern). Working first with a broad alliance of Dutch CSOs, afterwards together with Dutch Ministries, and finally as a concerted network in Brussels turned out to be an effective strategy
The biofuel blending target in the EU is deleted as from 2021 and biofuel demand from the EU does no longer boost demand for agro-commodities	Yes. This outcome has been achieved to a large extent. The biofuel blending target in the EU is deleted as from 2021 and biofuel demand from the EU does no longer boost demand for agro-commodities	<i>In place:</i> Citizens can be triggered to take action for EU legislation.	Working together with Southern partners and with coalitions of CSOs turned out to be an effective strategy
More uptake and policy support for best practices, including conservation measures and social, environmental and corporate integrity safeguards within the actual bulk trade chains of palm oil, soy and cocoa	<i>Largely:</i> Round tables and other chain-wide fora agreed on the need for best practices	<i>In place:</i> Addressing international companies involved in agro-commodity trade-chains will contribute to reducing negative social and environmental effects, and will have a multiplier effect on regional and local companies, who will follow suit in order to maintain market share	The evidence for all three commodities illustrates how GLA, in partnership with various actors including Southern partners, worked in coalitions and applied various strategies.
<i>Just Energy Transition</i>			
CSOs achieve consensus on national agendas on inclusive and just energy transition	<i>Largely:</i> CSOs have achieved consensus to a large extent and on various important issues, but a few points of contention remain	<i>In place:</i> the coalition has sufficient capacity to build critical mass	The JET partners confirm that working as a coalition has helped them to be more effective.
Best practices of community involvement in inclusive involvement and JET exist in the selected landscapes	Largely	<i>In place:</i> IPLCs having access to information serves as eye opener and catalyst for engagement <i>Not sufficiently in place:</i> Governments do not always take concrete	A review of L&A strategies is suggested to ensure that governments take concrete actions. This may require further organisation of IPLCs into networks to ask for JET at local government level towards reaching national levels.

Outcome under evaluation	ToC implemented?	Assumptions in place with regard to L&A?	Why (not) effective?
		actions towards renewable energy sources or follow up on their commitments.	
New or existing oil exploration and extraction projects are delayed or halted	Joint L&A campaigns on the adopted inclusive and JET agenda are effective. CSOs develop evidence based scenarios for inclusive and JET	<i>In place:</i> low oil price strengthens momentum for renewable energies Judiciary are willing to take on cases against oil companies and/or governments	Various effective strategies were employed, including leveraging (international) networks, mobilising communities and judicial action.
<i>Forest and Land Governance</i>			
UN forums promote community forest governance (CFG), and have a better understanding of the role agroecology can play	Partly. Post 2020 CBD Framework reflects GLA's position and that of many others but has not yet been approved in COP 15. Agroecology on the agenda of FAO as of 2014 and recommended at CFS 46	<i>In place:</i> CSOs are legitimate if they truly represent a constituency, an interest and/or bring reliable knowledge and information to the table. <i>Not in place:</i> If CBD adopts principles of CFG and agroecology, this will push local governments to implement those concepts in practice	Effective in terms of building unanimous positions of CSOs and grassroots movements, however implementation of CBD frameworks at (sub)national government levels has not materialised in the past decade. Implementation of CFS recommendations more realistic with FAO, IFAD and WFP being oriented by CFS recommendations.
Civil actors (grass roots) actively influence and participate in lobby at the international level, resulting in a political framework for CFG	Yes. Massive participation in the CSM of the CFS with joint positions being taken. CBD, massive participation, but Parties take the final decision	<i>In place:</i> local leadership and voice is a prerequisite for effective L&A	Strategic positioning of FoEI in the CSM and in the CBD Alliance as well as the Women's Caucus of the CBD. GLA Southern partners shared their experiences, brought forward CSM positions in the CFS meeting and represented the CBD's Women Caucus in CBD working group meetings.
Strengthen two regional ICCA networks	No ToC formulated. Implemented with a focus on exchange and learning	No assumptions formulated	South East Asia: an expert group created to support member organisations in documenting ICCAs.
Governments develop more integrated policies for community rights, which address conditions and constraints	Work in progress for the future programme		Not further evaluated

What can be learned for increased effectiveness?

Capacity development: The most effective strategies to capacity development have been those where Northern and Southern partners jointly engaged in a learning trajectory and where Southern partners learned with each other (in all three themes). Important features of effective learning have been those where partners related to different categories of stakeholders and needed to work together in each of their respective countries or commodities to foster change (agro-commodities).

The JET theme further highlights the importance of South-South learning about oil extraction being in different phases of development in the respective countries, enabling those countries where oil extraction has been not that much advanced to learn from more experienced countries. This presented a fruitful learning opportunity for Southern partners, the CSO coalitions that were forged and local communities, learning about the impact of oil extraction through videos that visualise real life stories.

Effectivity of L&A strategies: The most effective L&A strategies used to obtain outcomes from both the financial, private and public sector were evidence based dialogues and negotiations, combined with public campaigns just before moments that policy makers met to take decisions. In addition to these are the complaints filed against infringing financial structures and the campaigning publications on corporations not abiding to existing rules and regulations (Agro commodities team).

As for JET, conditions to lobby the governments of Uganda and Nigeria for taking concrete measures in favour of renewable energy are in place with the local communities being made aware on the impacts of oil extraction. L&A strategies will have to be designed to call upon the Netherlands to end their export credit ECA facilities for oil extraction.

With regard to ToCs and assumptions: The findings in Table 19 show that a number of assumptions in the ToCs are not (yet) in place. Checking some of those assumptions *when designing* interventions may be suggested to improve the design.

The three international themes also highlight that outcomes achieved are part of long term processes requiring multiple programmes to lead to the envisioned impact. They were all based upon past achievements obtained through multiple funding sources, continued under the GLA I programme, upon which GLA and others will build their interventions.

6.2 Relevance for IPLCs and women

This section answers the following evaluation questions:

1. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and indigenous people (IP) and/or for values of the GLA alliance such as climate resilience and biodiversity?
To what extent and how has the programme contributed to changes in rights, benefits and participation, in particular for indigenous people (IP) and other local communities? What does this mean for the GLA and its country/thematic TOCs?
2. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation (gender roles, rights, power balance, equality, etc.) within each of the three core conditions of the GLA?

Section 6.2.1 and 6.2.2 *present* the findings, whereas 6.2.3 *reflects* on these findings, in terms of implications for the thematic ToCs. *The implications for the Programme ToC will follow in 7.3.*

The relation between the international themes and the relevance of outcomes for IPLC and women differs from one theme to another. The agro-commodities' theme and its outcomes can be best characterised as providing an enabling environment for IPLCs in terms of countering deforestation and landgrabs by corporations. The evaluation focus for the FLG theme has been mainly on influencing international forums such as the CFS and the CBD and like those outcomes obtained by the agro commodities' theme, they have the potential to create an enabling environment for IPLCs and women in the long term.

The JET theme started in a similar way in terms of addressing oil extraction and pollution caused by international companies, and on its way increased its attention towards renewable energies. Its bottom-up approach has been of direct relevance for IPLCs.

6.2.1 Relevance for Indigenous People and Local Communities

The outcomes that *most directly relate* to the relevance for IPLCs, changes in rights, benefits and participation are the following:

1. The delay of oil exploitation projects and clean-up of environmental pollution caused by oil companies has maintained or improved the NR base upon which IPLCs depend for their livelihoods (JET);
2. IPLCs have become aware of the possibilities to use renewable energy sources and to save time (to fetch firewood) or money (to pay for charcoal or firewood) with the introduction of fuel-efficient cooking stoves (JET); and
3. IPLCs have started to claim access to renewable energies from their (local) governments, have campaigned for the delay of oil extraction projects and for the clean-up of polluted environments (JET).

The M&E data unfortunately do not give insights in terms of numbers or percentages of IPLCs for whom the JET outcomes were relevant.

The outcomes that *may become relevant for IPLCs* are:

4. The EU biofuel target to blend OP with fossil fuel has been lifted, and is expected to decrease deforestation as of 2021. The reactions of OP producing countries are not yet fully captured (agro commodities);
5. The other outcomes reached with the EU, the processing industries and the financial sector are to be seen as long term processes that started before GLA I and that have to continue after the current programme. Funding of these processes came, comes and will come from many different sources and networks. The relevance for IPLCs and expected changes in their rights, benefits and participation remain to be seen (agro-commodities);
6. The interventions of the agro-commodities' theme have mobilised IPLCs, CSO in Liberia and Ghana to monitor their surroundings and verify if corporations and the government are abiding to existing rules and regulations (agro-commodities); and
7. The recommendations formulated in direction of nations recognise and protect the legitimate tenure rights of IPLCs with customary tenure systems as of 2012 and the CFS meetings influenced by the CSM under the technical facilitation of the FLG team further elaborate on these guidelines. These recommendations orient the programmes of WFP, the FAO and IFAD which may be relevant for IPLCs in the longer term.

An outcome that *most likely will not become relevant* for IPLCs, even in the coming ten years, is:

8. The first drafts of the CBD post 2020 Biodiversity Framework are showing improvements in the recognition of land and NR (user) rights for IPLCs and their contribution to biodiversity outside protected areas. However the implementation of the past Framework until so far shows little progress and therefore decreases the relevance of the decisions taken in the CBD COPs for IPLCs (FLG).

6.2.2 Relevance for women

The outcomes that *most directly relate* to the relevance for women, changes in their rights, benefits and participation are the following:

1. The community-based approach of the JET theme has in the first place mobilised women, in whose interests it is to have access to renewable energy sources like solar panels and to cooking stoves that economise on firewood and charcoal (JET);
2. Women's clubs have been formed in Uganda to lobby local governments for clean energy (JET);
3. Both men and women have taken action against oil extraction projects and campaigned for the clean-up of polluted environments (JET).

The M&E data unfortunately do not provide figures on the number or percentage of women for whom the outcomes have been relevant.

The outcomes that *may become relevant for women in the future* are:

4. The most relevant change with regard to gender justice is to be observed within the FoEI network, where a working group on gender justice has been able to mainstream gender into the agenda, the structure (and the organisational culture) of the network and its members (FLG);
5. The reports of the CFS meetings that were influenced by the CSM under the technical facilitation of FoEI formulate recommendations to national governments with regard to the “promotion of gender equality, women’s and girl’s empowerment, respecting their rights and access to forest and land tenure, agriculture and forestry support services, capacity building, and fostering women’s equal participation in decision making is essential to achieving food security and nutrition and should be mainstreamed across all policy recommendations”. The FAO, IFAD and WFP programmes take into account those orientations at (sub)national levels (FLG).

An outcome that *most likely will not become relevant* for IPLCs, even in the coming ten years, is:

6. The drafts of the CBD 2021-2030 Biodiversity Framework acknowledge 1) the need for gender equality, women’s empowerment and gender-responsive approaches, 2) ensure equitable participation in decision-making, and 3) mention gender justice as one of the enabling conditions. However, as has been mentioned above, the implementation of these frameworks is an issue of concern.

6.2.3 Implications for the thematic ToCs

This section *reflects* on the extent to which the thematic ToCs have been relevant for IPLCs and for women.

As mentioned at the beginning of paragraph 6.2, the evaluation questions on relevance for IPLCs and women *do not seem to be very appropriate* for the international themes, except for JET, that mostly worked with IPLCs and women at subnational level. In future international themes, it is recommended to make the relations between relevance for IPLCs and women (and men) and the thematic ToCs more explicit. As has been observed with the current international programmes, their added value for relevance can be formulated in terms of creating the *conditions necessary* for sustainable management of forested landscapes, by addressing deforestation, landgrabs, oil extraction and pollution in these landscapes (agro commodities and JET theme) or by enhancing possibilities for IPLCs to secure their land and NR (user) rights at a wider scale (FLG).

Next to addressing oil extraction and oil spills, the added value of JET is that of decreasing deforestation caused by firewood or charcoal needed to prepare meals and to introduce renewable energy sources in the rural areas.

The international themes show the added value of fostering South-South exchanges between GLA partners, as well as working together with consortium partners on joint programmes. It is recommended to maintain these spaces that contribute to mutual learning.

The many insider and outsider L&A strategies used by the agro commodities’ team merit to be shared and practiced in the next programme. This theme could possibly provide added value to those countries that have not yet been able to address deforestation and landgrabs caused by international companies and in consequence increase its relevance for IPLCs and women.

Although the draft of the post 2020 Biodiversity Framework of CBD represents GLA’s ambitions to a great extent, past experiences learn that the framework, though binding for Parties, is hardly being implemented at national level. The ToC for this outcome pathway regarding the CBD forum would have become more relevant when Southern partners, together with Dutch partners, had designed strategies to implement the 2011-2020 biodiversity framework (especially target 11) at national and subnational level, which already would have created some leverage for the recognition of the role of IPLCs in fostering biodiversity through communal governance mechanisms, including the ICCAs.

The relevance of the JET programme is high for both IPLCs and women. A follow-up to this programme would preferably continue with this bottom-up approach and empower these communities

by connecting them in citizen and CSO networks that demand access to renewable energies to their duty bearers; Deputies and governments.

6.3 Contributions to core conditions and sustainability of outcomes

This section answers the following evaluation questions:

1. To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions? These core conditions are:
 - security of land tenure, or access to land and resource use
 - inclusive decision-making on land use,
 - nature based, sustainable approaches to the management of forested landscapes
2. To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic ToCs and type of interventions?
3. To what extent and how do the achieved outcomes contribute to the indicators in the IGG frameworks for climate resilience, water and food security?

Section 6.3.1, 6.3.2 and 6.3.3 each represent the *findings* in relation to these questions, followed by 6.3.4, where *reflections* will be shared regarding the programme ToC and its assumptions. *The implications for the Programme ToC will follow in 7.3.*

6.3.1 Contributions towards the inclusive and sustainable management of forested landscapes

GLA staff has identified three core conditions that need to be in place for better sustainable and inclusive governance of forested landscapes. These core conditions are:

- Security of land tenure, or access to land and resource use;
- Inclusive decision-making on land use; and
- Nature based, sustainable approaches to the management of forested landscapes

As for the relevance questions for IPLCs and women (and men), the evaluation question on contributions to the core conditions does not seem to be appropriate for the international themes, except for part of the JET theme that has used a bottom-up approach, starting with IPLCs and women.

Security of land tenure, or access to land and resource use

Contributions by the *agro-commodities* theme may possibly create the enabling environment that ends investments in oil palm, soy and cocoa resulting in land grabbing and deforestation. This would create opportunities to further expand land tenure or access to land and NR for more IPLCs. The intermediate outcomes reached at the EU level and the increased understanding of Southern partners in Liberia and Indonesia on how to address financial institutions and companies constitute important assets.

As for *FLG*, the implementation of the CBD framework requires substantial improvements to be made at national and subnational levels and will only contribute to security of land tenure and access rights *in the long term*. The implementation of CFS recommendations by the Rome-based institutions (FAO, IFAD and WFP) has more potential to secure these rights.

This core condition was not an explicit part of the *JET* ToC. However, communities have been sensitised to their land rights and supported to resist unfair compensation (Uganda). The Ugandan government has committed to fast-tracking land rights hearings. In Nigeria, communities were supported in suing for clean-up and compensation for damage to their land. Finally, work was done to protect land from fossil extractive developments (DRC, Nigeria and Uganda).

Inclusive decision making on land use

The *agro-commodities'* evaluation presents a few indications that IPLCs have been involved in taking action to end malpractices of companies and in the EU forums. Video clips and stories of how their livelihoods have been affected by deforestation have influenced the decisions made by policy makers in the Netherlands and the EU.

As for *FLG*, the CFS is the first global mechanism where civil society and grass root organisations discuss with policy makers from the public and private sector, and academia on the basis of equality, provides sufficient space for inclusive decision making on land use. The participation of CSOs in the CBD is still a major issue. In 2017, speaking time for CSOs was reduced in one of the CBD bodies but successfully countered by CSOs, including FoEI.

The *JET* programme's philosophy is that of a bottom-up programme and is at an initial stage to ensure that IPLCs will claim access to renewable energy sources from their (local) governments. Community mobilisation to engage and demand for an inclusive and just energy transition was at the core of *JET's* ToC. This included activities to increase communities' knowledge of the risks associated with exploiting oil resources, and activities to facilitate that the communities' points of view were taken into account in decision making processes.

Nature based, sustainable approaches to the management of forested landscapes

Apart from some minor indications (like distribution of GMO-free soy seeds and trees for cocoa production under conditions of agroforestry), the *agro-commodities'* theme does not *directly* contribute to nature based sustainable approaches in the short term. Yet, outcomes and processes currently on their way in the EU may contribute to these approaches in the long term. Also for *FLG* contributions to these approaches will become reality in the long term. *JET* has contributed to these approaches by delaying or halting oil extraction processes and by clean-up actions, and there is an initial reduction of communities' dependency on natural resources through the promotion of fuel-efficient cookstoves (DRC, Nigeria and Uganda).

6.3.2 Sustainability of outcomes achieved

Based upon the information available the evaluators have identified risks that have an impact upon the sustainability of outcomes. For this the traffic light system presented in 3.1.2 has been used: Green indicates that outcomes are likely to remain and therefor sustainable for the next two years, orange means that more support will be required towards making outcomes sustainable and red means that outcomes are not likely to be sustainable.

The outcomes obtained with the *agro-commodities'* theme have to be considered as work in progress and are in the range of orange-to-green. Many NGOs in the EU have been working towards achieving these outcomes before the GLA programme with other financial sources. GLA has brought these outcomes a step further in the current programme and efforts will be needed in the coming ten years to build upon the intermediate outcomes obtained. The end of the biofuel blending target has been a very concrete outcome that comes into force as of 2021 and the EU Green Deal supports deforestation-free value chains.

As for the *FLG*, it is most likely that the post 2020 Biodiversity Framework will represent the stakes of GLA partners and that of many other actors in favour of land and NR (user) rights for IPLC so that they make contributions to biodiversity. The implementation of these CBD measures is an important concern. The same applies for the recommendations obtained in the CFS meetings. *FLG* outcomes are in the sustainability range of orange-to-green.

Two main risks to the sustainability of the outcomes were identified for *JET*. The established *JET* CSO coalitions may become inactive without sustained external funding. Secondly, although *JET* was successful in delaying various oil extraction projects, governments may still decide to bring their oil exploitation ambitions back to life. These two risks indicate the importance of continuing the *JET* work. *JET's* work on the ECAs is to be considered as work in progress. *JET* outcomes are mainly in the orange zone of sustainability.

6.3.3 Contributions to the IGG frameworks

The short term outcomes of the three IGG frameworks are the following:

- For the food and nutrition framework, 1) people's nutritional situation improved, 2) performance of family farming systems improved, 3) ecological sustainability of farmland strengthened;
- For the water results framework, 1) water is used sustainably and equitably, ensuring the need of all sectors and the environment at country and transboundary level, 2) water is efficiently used in agriculture and 3) water, sanitation and hygiene at household level is improved; and
- For the results framework of forests, 1) public and private governance to halt deforestation, forest restoration and forest conservation improved, 2) resilience and strengthened livelihoods of forest dependent communities and small producers strengthened.

Relations between these outcomes are very indirect and situated in the long term as far as the three international themes are concerned.

6.3.4 Implications for the thematic ToCs

This section *reflects* on the implications for the thematic ToCs. As has already been mentioned, the relations of the international themes to the *core conditions for inclusive and sustainable management of forested landscapes* have not been made very explicit for agro commodities and for JET. In line with the recommendations for relevance, it is suggested to establish more direct relations between the interventions of the agro commodities' theme and those landscapes where soy, oil palm and cocoa production take place: thinking in terms of soy, cocoa and OP landscapes and identifying the international strategies to preventing deforestation, land grabbing, child labour and human rights violations possibly increases the synergies between the country programmes and those of the international themes. A similar approach for JET and FLG would be possible, by addressing global level issues to obtain localised outcomes at landscape level.

With regard to sustainability of outcomes, the outcomes obtained have to be considered as work in progress beyond single programme lifecycles: Long term visions are needed as well as funding from multiple sources over time to reach 'final' outcomes for forested landscapes and International Public Goods. The agro commodities' theme clearly shows the influence of international and geopolitical processes to these outcomes, with important roles played by China and the USA.

The implementation of the binding measures to be decided upon during CBD COP 15, will lead to sustainable outcomes when these measures are being implemented at subnational and national levels. In some GLA countries these measures could be used by GLA as entry points to further lobby governments for land and NR (user) rights and measures that foster biodiversity as well as to get multi-stakeholder institutions in place for these conditions.

A continuation of the JET programme would most likely influence governments to move away from fossil fuels and to foster the introduction of renewable energies. One of the drivers for fossil fuels, that of ECAs, will further contribute to a decrease of oil production as well as the low world market prices.

7 Governance and programme implications

This chapter answers the last evaluation questions regarding governance and efficiency:

1. How useful and efficient were GLA governance structure, cooperation, coordination, PMEL and other programme approaches? What were best practices, and what can be improved? How flexible and adaptive was the programme, e.g. in adapting to changing contexts and civic space, and partner needs or learning? What have GLA partners done to maximize efficiency?

It will also answer those parts of the evaluation questions that relate to the programme ToC and its assumptions.

7.1 Governance

7.1.1 Forming, Storming, Norming, Performing

The three GLA partners started to work as an Alliance with each other under the dialogue and dissent strategic partnership in 2015, each with a different background. Earlier collaboration took place between IUCN-NL and TBI, as well as between UICN-NL and MD. Interviews clearly show how GLA strengthened their group formation over the years according to Tuckman's stadia of forming, storming, norming and performing³². The 2018 Mid Term Review (MTR), when most partners in the GLA partner countries came to the Netherlands, is to be seen as a turning point between the earlier forming and storming stadia on the one hand and the norming and performing stadia on the other hand after the MTR.

The management structures followed these different stadia, though at a different pace.

The steering committee, consisting of the three executive directors, with MD being the lead organisation, evolved informally into a supervisory board. The steering committee members indicate that they learned to focus on GLA as a partnership, ensuring 'subtle' steering through their dashboard and information coming from the core group and staff.

The role of the consecutive senior programme coordinators (SPC) changed along the process, in line with the Tuckman's stadia for group formation. They were in charge of ensuring coherence and constructive collaboration between the three alliances partners and between the different groups such as the core group and that of PMEL. Especially in the storming stadium, when more time was needed to build trust between the three partners, the SPC acted as a councillor for staff.

The core group, ensuring day to day management and preparing overarching issues to be decided upon by the steering committee, followed the same pattern. In this group particular differences in views and opinions became clear over time but there was also room for dialogue. Over time, consecutive members grew as a GLA team.

The PMEL group became operational as from the start of the programme, finalising the PMEL procedures and forms to be used. Possible differences between the Consortium members did not seem to interfere with their PMEL responsibilities.

³² https://en.wikipedia.org/wiki/Tuckman%27s_stages_of_group_development

The country and thematic evaluations highlighted some tensions, but these were addressed through constructive dialogues between the three consortium partners and their Southern partners. Examples relate to:

- Principled positions taken concerning the role of private sector organisations in fostering inclusive and sustainable management of forested landscapes; in other words the need for globally binding/voluntary measures for the private sector;
- Seeking collaboration at landscape level and between GLA countries at horizontal level, vs collaboration in the vertical sense of linking grassroot organisations to international policy influencing forums;
- Different partnership relations with Southern partners. MD has strong relations with other FoE members and is abiding to the vision, mission and strategies of FoEI and working with other likeminded organisations. TBI works with TBI network members, which became independent network organisations in 2017, whereas IUCN-NL in turn works with a large number of independent CSOs (some of which are IUCN members) and grassroot organisations, including some FoEI members;
- Planning and management styles that differ: Whereas MD and FoE members prepare their five year programmes in a member-based process containing broader outlines and shorter term campaign plans based upon changes in contexts, TBI and IUCN-NL's plans are developed with individual partners, also leaving room for the unforeseen through other budgets.

Important factors that fostered trust and synergies were the following:

- A continuous focus on the common GLA goals that every person and every management structure adhered to over time;
- Different roles played by the consecutive Senior Programme Coordinators (SPC) in line with the different phases that the Alliance went through and addressing emergent needs;
- Personal attitudes to overcome differences; and
- Constructive dialogues to overcome differences and where needed 'agree-to-disagree'.

Relatively external resource persons have observed how the Partnership grew over the years, not only the Dutch partners but also their Southern partners. The alliance has understood the added value of collaboration and complementarity. Others observe more trust between the partners in the Netherlands and stronger team work.

7.1.2 Governance principles

GLA put in place several structures with staff from the three Alliance partners to ensure the Governance of the Partnership. Five governance principles were identified and assessed in this section, which are:

1. The structure is simple;
2. Responsibilities are placed at the lowest levels possible;
3. Steering takes place in advance on the basis of well-defined frames/ conditions;
4. Review takes place afterwards on the basis of frames/ conditions with a limited number of indicators in advance; and
5. Everybody in the structure must be of clear added value in relation to the level above and below.

These governance principles were developed at the beginning of the programme. In general, they appeared a paper reality rather than a common starting point. They were not on the minds of those people who joined the committees and groups after their development in 2017. However, when faced with the principles over the course of this evaluation, interviewees mostly agreed with them.

In this section, principle 3 and 4 will be assessed together, because 1) they are related to each other and 2) they seem to have been forgotten by most persons interviewed.

The structure is simple

The governance structure has been simple but some persons would have liked to have more clarity on the division of responsibilities between the SPC, core group and the PMEL team. The communication lines between the different structures were not always clear. Some conclude that an organigramme is

missing, which identifies where decisions are taken. However, in line with the second principle (subsidiarity principle), an organigramme would not need to clarify hierarchical lines but especially communication and information lines.

Some Southern partners also would have liked to receive an organisational chart of the structure in the Netherlands, and have smooth access to the steering committee.

Responsibilities are placed at the lowest levels possible

Both Southern and Dutch partners agree with this principle placing responsibilities at the lowest level. However, the challenge of this principle relates to its interpretation. Does the 'lowest levels possible' refer to Southern partners or to the lowest levels on the work floor, 'where the action is and money is needed'? And how would this work out for the international themes?

Southern partners state that they were only involved after GLA-NL had obtained the funding agreement with the Ministry. They became acquainted with the GLA programme ToC for the first time when they started to work on their own country ToCs and five-year strategic plan. This exercise started with the design of national ToCs, involving all partners, followed in some countries by landscape ToCs (Indonesia, the Philippines, DRC). As of the beginning, Dutch partners took major decisions related to the budget.

Throughout implementation, Southern partners felt rather constrained by the vertical planning and reporting procedures, prevailing over joint planning and reporting at country or landscape level. Deadlines for the procedures of reporting to each Dutch partner differ, and there is a risk of duplicating efforts at the landscape or country level, instead of creating synergies. Southern partners observe that the monitoring forms differ from one Dutch partner to another.

Steering and review takes place in advance on the basis of well-defined frames/conditions with a limited number of indicators

Most persons interviewed were not well aware of the relevance of these two principles (the third and the fourth). What the well-defined frames and conditions are, did not resonate clearly amongst most interviewees. One suggestion is that both principles are related to each other in terms of trust and accountability: accountability afterwards requires being trusted in advance. That is the dilemma of the chair of the steering committee. Another suggestion is that these principles were operationalised when the steering committee and the core group prepared a dashboard to ensure 'subtle' steering towards progress being made, as compared to the original plan, including gender interventions, collaboration between CSOs and alliance members, and dealing with risks and opportunities. Other interviewees stated that steering took place on the basis of budgets available and the dashboard, which functions as a traffic light.

Everybody in the structure must be of clear added value in relation to the level above and below.

Generally speaking, Southern partners value the contributions made by their Dutch colleagues:

- Operating as co-managers and being involved in annual planning and reflection workshops;
- Jointly implementing country activities;
- Introducing new methods such as TIMBY;
- Being open minded about new ideas; and
- Strengthening the position of the partner organisation at the international level through collaboration.

They, however, would have appreciated to obtain more feedback on the use of the M&E results by the Dutch partners.

Another suggestion made by Dutch partners consisted of partners in the Netherlands to have their own L&A agenda, budget and being accountable to Southern partners. This would enhance mutual accountability between Southern partners and partners based in the Netherlands.

The evaluators observed that this principle mainly addressed vertical relations and rarely included horizontal relations that can be of added value, such as synergies, complementarities and horizontal collaboration between partners.

In terms of creating added value, Southern partners made the following recommendations:

- Some partners felt that GLA would have been more efficient, if some processes and structures were streamlined among partners;
- The programme would benefit from an organisational chart; and
- Future South-South coordination was suggested both by the partners in the Agro Commodities thematic programme and by partners in the Philippines as a strategy to strengthen cooperation between Southern countries.

7.1.3 PMEL and sensemaking

The PMEL system in place started with the design of a programme ToC, followed by ToCs at country and landscape level, and at thematic level. Five-year plans were drafted, flexible enough to react to emerging opportunities for L&A or to deal with potential risks. The PMEL team decided to put in place a M&E system that was as much as possible decentralised. This meant that the tools developed for GLA (CAT tool, annual planning and reporting forms) were used by all individual partners as well as the guidance for the annual learning & reflection and planning meetings being used with all country partners together. Each consortium member would use these tools in its own planning and monitoring cycles.

Some country and thematic evaluation reports observed that apart from these PMEL tools, no other forms were used to track progress against more operational result frameworks, which possibly could have supported partners to take stock of how change happened as well as to compare results planned against results obtained and to take correctional actions when needed.

Learning and sensemaking has been introduced as a recurring practice with GLA partners working together in their respective countries. The practice ranged from being rather a formality in some cases whereas in other cases it was a valuable exercise that created synergies. The five guidance questions to facilitate the annual reflection and learning sessions between partners are very relevant and help to reflect on how change happens. The meeting reports do however pay little attention to these questions.

The outcome harvest method has gained in popularity over the past years, especially as a monitoring tool for complex change processes such as capacity development and policy influencing. Although the method encourages users to document both intended and unintended outcomes, be they positive or negative, the method is susceptible to confirmation or expectation bias, which could mean that positive intended outcomes are more likely to be recorded. This potential for bias needs to be explicitly addressed when the method is used for monitoring.

Monitoring data do not allow to aggregate data that give insight into the extent to which IPLCs have obtained land and NR (user) rights, adopted sustainable practices in terms of coverage (hectares), in terms of financial viability of the community based enterprises set up, nor the extent to which management committees are inclusive.

7.1.4 Civic space

Civic space has been shrinking in the past ten years and this process has been observed in most evaluated GLA countries. This posed security risks for EHRD and has affected some partners directly. The only country where civic space seemingly has remained stable is Ghana. COVID-19 measures in the Philippines that prohibited meetings in combination with the Philippine anti-terror act have made GLA cautious of the use of outsider strategies such as public campaigns against the construction of dams. The FPIC process of this project was not fully completed and did not allow the involved IPLCs to voice their concerns.

In Latin America, COVID-19 had a huge impact on the IPs, in particular where IP leaders died, which destabilized entire communities.

Southern partners' strategies identified during the country evaluations consisted of the following:

- Reporting human rights violations to international institutions. Bolivia reported 72 cases in a thematic meeting of the Interamerican Commission of Human Rights;
- In the Philippines, IP membership in MSBs and involvement in TWG possibly represent that space where conversations can be heard, hence contributing towards maintaining civic space under the protection of the Archbishop (in CDO). The other side of the coin which has to be mentioned is that these MSBs potentially 'mask a contraction in civic space';
- One partner in DRC has been pivotal in supporting other partners to develop security risk assessments, emergency plans and in developing alert systems between IPLCs and the partners. The partner contributed to the adoption of a bylaw on the Protection of EHRD by the Parliament of North Kivu Province. However, this bylaw until so far has not decreased the number of EHRDs being intimidated or threatened;
- The agro-commodities' team stimulated the Government of Liberia to put in place a thinktank to capture the impact of large scale plantations on land and forests, and introduced regulations that force companies to talk to civil society and communities before they can proceed (free, prior and informed consent);
- The same team also initiated a platform oil palm working group, bringing 13 national organisations together to strategize, compare and give feedback on new laws and policies, etc. to combat international companies; and
- FoE Africa, supported by the agro commodities' team, helped in articulating safety and security strategies combined with trainings.

In some countries the Dutch Embassies have successfully been supporting Southern partners who were intimidated or threatened.

The Dutch partners are well aware of the risks that their Southern partners are facing and also have developed strategies to support them when necessary. As part of the FLG programme, FoEI is developing International Solidarity Systems to support EHRDs in difficulty and to advocate for their protection.

7.2 Reflections on Governance

With regard to Governance and efficiency, the following conclusions and recommendations have been formulated.

With regard to the management structure and the governance principles

GLA's governance structure has been useful and efficient, being simple and capable to adapt to changes in the programme. Over time committees and groups have increased their performance.

All partners have understood the added value of working together and identifying synergies and complementary roles.

The most useful governance principles that were in place have been 1) the simplicity of the management structure, 2) placing responsibilities at the lowest levels and the 3) added value that all staff has to show. In addition to this the dashboard for 'subtle' steering has been effective and allowed the steering group to take decisions.

The following suggestions possibly make the governance structure and practices more effective and efficient:

- With regard to the simplicity of the structure, provide clarity to all partners. Both members of different management structures and Southern partners would like to obtain this clarity;
- With regard to responsibilities being placed at the lowest level, Southern partners felt constrained by the vertical planning and reporting procedures that prevailed over joint planning and reporting at

country or landscape level. The suggestion is to privilege *horizontal PMEL* procedures above those 'vertical' requirements to prevent duplication of efforts, or in relation to the international themes to privilege joint PMEL procedures for the teams in charge. Harmonisation and standardization of planning and reporting would allow for more efficient and clear procedures;

- With regard to being of added value, the principle prioritises the *vertical relations* rather than the *horizontal relations*: The most important added value of working in an alliance consists of partners working in synergy, in complementarity and being mutually accountable. The evaluation recommends to further steer the new Alliance into this direction.

With regard to PMEL and sensemaking

Most partners have become more familiar with ToC thinking and have strengthened their capacities of adaptive management in terms of drawing lessons on how strategies can become more effective and to take into account changes in the context. After this first reconnaissance, and based upon the observation that some Southern partners do not have their own M&E systems in place that support them in reaching outcomes, time has come to foster understanding of working with ToCs.

The GLA PMEL system in place does not monitor the relations between short term outcomes obtained in the sphere of control of the ToC and intermediate outcomes in the sphere of influence (see evaluation question number 1). It is therefore suggested to start working with Theories of Action (ToA), which will support the effective implementation of the programme. These ToAs will plan and monitor how interventions trigger change amongst key actors, and what the catalysts of change are. The planning, learning and reflection meetings could provide the appropriate space for partners to design these ToAs, assess the extent to which assumptions are in place, and to draw lessons for improved effectivity of strategies and interventions.

The evaluators further suggest to start collecting more quantitative data that provide oversight into outcomes obtained at the (sub) landscape level in terms of beneficiaries and as spatial data.

Civic space

Shrinking civic space will remain an important issue of concern also in the next GLA II period. During the past programme, it has been sufficiently put on the agenda and strategies have been put in place or designed to deal with it. It will require further strategies and actions in future programmes. These will need to be prepared, implemented and monitored together with the MoFA.

7.3 Implications for the programme ToC

The previous sections have presented findings about the effectiveness and effectivity, the relevance and the contributions to the core conditions as well as the sustainability of outcomes for individual programmes within the general ToC of the Forested Landscapes for Equity Programme. This section reflects on these findings for the general ToC.

The country and thematic programmes have been conceived in a rather decentralised way after the general ToC was designed and presented to the MoFA in 2015. The programme ToC offered this flexibility, providing the general framework for the programme.

The new programme may possibly benefit for the check of coherence and added values of country and thematic programmes towards the programme ToC, as well as between the thematic and country programmes. This would enhance the internal cohesion of the Programme towards achieving system change. Possibly the governance principle of '*Everybody in the structure must be of clear added value*' could be made applicable for the coherence and synergies between different ToCs that all together contribute to the Programme ToC. One coordinating principle for coherence and synergy could for example be the landscape, that needs to be managed inclusively and sustainably. The thematic programmes would support those changes at the landscape level in terms of creating the enabling environment at the international level and provide support to in-country GLA partners for their lobby and advocacy. Another coordinating principle could be that of foster learning between countries on for example gender justice, or the relevance of outcomes for IPLCs etc. Once these principles have been

agreed upon for coherence and synergies, the programme cohesion is most likely to increase and would lead to effectiveness, relevance and sustainability towards inclusive and sustainable management of forested landscapes at programme level.

Based upon the country and the thematic evaluations, some of the GLA programme assumptions, presented in 2.1.1, may require further reflections:

With regard to *'Local communities, entrepreneurs and governments are sensitive to incentives to change their practices'*, the evaluators found evidence that IPLCs, having obtained land and NR (user) rights are inclined to sustainably manage the areas under their control in Indonesia and the Philippines. As for entrepreneurs, a difference has to be made between those who sympathise with the GLA programme (the Philippines, DRC) and those who want to run their businesses as usual, most often corporations: The programme has shown that highlighting malpractices in public campaigns, lobbying the financial sector and the EU provide some incentives for change, but may require further strategies. Like for entrepreneurs, governments consist of different ministries and directorates of which some promote the sustainable management of NR and others not (DRC, the Philippines, the Netherlands): each ministry and its administration require different incentives.

With regard to *'Practices change when politicians and corporates can no longer ignore the demands of CSOs representing large groups of citizens'*, the evaluations do only confirm this to a limited extent, partially because some outcomes that mobilised impressive CSO coalitions as representatives of IPLCs and citizens are still pending, such as is the case with the tree tenure reform in Ghana, the Land law in DRC and the Philippines. Mobilisation through social media and campaigns with the agro commodities' theme have however resulted in outcomes at EU level.

The evaluations also identified some other potential assumptions that require further testing in the next programme. *'When the direct concerns and strategic needs of IPLCs and SMEs are being addressed, they may become catalysts of change'*. Examples have been found in Ghana (bauxite mining), in DRC (artisanal loggers and IPLCs) and the Philippines: well organised IPLCs or SMEs can take part in decision making processes in government led spaces, such as technical working groups, local councils or spatial planning committees, or they can lobby governments for the enforcement of their own rules and regulations.

8 Conclusions and recommendations

In this last Chapter conclusions and recommendations are presented on effectiveness and contribution (paragraph 8.1), relevance and crosscutting issues (paragraph 8.2), sustainability and impact (paragraph 8.3), and governance and efficiency (paragraph 8.4).

Before reading the conclusions and recommendations, two remarks are important to be aware of. Firstly, the evaluation focused on a strategic sample of the outcomes as achieved by GLA. This report and its conclusions should therefore **not** be considered as providing a full overview of GLA's achievements. Secondly, this report is a synthesis report based on the findings from the country, thematic and governance evaluations. Depending on what was reported as part of these evaluations, initiatives that were started outside these domains may not have ended up in this synthesis report. It is against this background that the effectiveness, impact and contributions of the GLA programme have to be appreciated.

8.1 Effectiveness and Contribution

8.1.1 From capacities to L&A outcomes.

To what extent has the programme contributed to improved L&A capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to lobby & advocacy outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?

The programme has contributed to achieving outcomes by strengthening Southern partners' capacities 1) to generate and use verified evidence, 2) to develop clear and strategic interventions for L&A and communication, and 3) to engage with other CSOs and citizen networks, as well as engaging with the public sector to a certain extent. Those involved in the international programmes became more confident in addressing international audiences, in engaging with policy makers of both the public and the private sector and with parliamentarians, and in working in international coalitions.

Southern partners have strengthened the capacities of IPLCs (citizens) and participating SMEs, and in some countries these have been catalysts of change, lobbying governments, starting lawsuits and using grievance mechanisms. In some countries, Southern partners or their constituents have taken part in past multi-stakeholder spaces created by the government, be they Technical Working Groups, spatial planning committees, or local councils. These spaces have occasionally proven to function as catalysts of change, building upon major outcomes achieved before the programme started. In some cases collaboration between GLA partners proved to be difficult, especially at the start of the programme, which possibly resulted in less outcomes than expected beforehand.

Overall the evaluation observes that Southern partners feel comfortable in working with likeminded private or public sector organisations but do not always feel powerful enough to address concessions, plantations or infrastructural projects that cause deforestation, landgrabs or do not respects procedures in place such as FPIC. The agro-commodities' theme has further increased the confidence of partners in Liberia, Ghana and Indonesia, and similar international strategies could be considered for a next phase.

8.1.2 Changes in policies and practices

To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favour of GLA programme objectives?

The programme's contributions towards outcomes obtained can be characterised in most cases as being a necessary part of a causal package of many other interventions, external actors and factors, meaning that without GLA the outcome would not have been achieved. Some of the outcomes achieved have a more direct relation with the interventions of Southern partners such as direct advisory and capacity building of public sector organisations. In these cases, interventions were *sufficient enough* to explain the outcome. Some outcomes of the international themes were the results of many actors who have been influencing outcomes in non-coordinated ways. In these cases GLA's contribution could not be distinguished. In a few cases, outcomes being documented can be explained by the interventions of other actors and therefore in these cases the added value of GLA could not be confirmed.

Some indications exist that IPLCs and SMEs have changed their practices, but these indications cannot be quantified. IPLCs who have obtained tenure or user rights are protecting the natural resource base under their custody; others are engaging in reforestation activities, with or without the introduction of agroforestry, or take part in forest or wildlife patrols. Some IPLCs have campaigned their governments to stop mining, oil extraction or big infrastructural projects that are detrimental to their forest environment. Some have used grievance mechanisms and lawsuits to clean-up of environments polluted by oil extraction or to address threats to their land and NR rights caused by corporations or others. Various IPLCs became members of local councils and took part in multi-stakeholder platforms or in spatial development committees.

Several laws or their amendments are waiting for the final approval by the President's Office in several countries (DRC, Ghana, the Philippines). These outcomes are promising but have not yet been attained. Some of these processes and negotiations started in the last decade of the 20th century and are known to require long term strategies. National elections foreseen or sticky negotiations behind closed doors may cause delays in the approval of some of these laws and bylaws. In other countries, existing regulations with regard to land and forests have been further operationalised. At the international level, the EU is taking measures to address deforestation and land grabbing caused by corporations in the agro-commodity sector and by the financial sector that invests in agro corporations. The new biodiversity framework of the CBD and the recommendations of CFS meetings are acknowledging the role that IPLCs (and women) can play in fostering biodiversity in areas under their own land and NR governance systems. As part of the JET programme lawsuits continued against companies for the environmental pollution caused by oil extraction.

At the EU level, the financial sector became aware that their investment policies need to change to stop current and prevent future deforestation and land grabbing. Cocoa and soy supply companies have been made aware of their impact on forests and natural resources.

The aforementioned outcomes all seem favourable for inclusive and sustainable management of forested landscapes. More outcomes could have been obtained in some of the programmes, in terms of reaching more beneficiaries and addressing more structural and systemic issues.

8.1.3 Effectivity of strategies

Which strategies were effective, which were not, and why?

Among the most effective capacity development strategies are the following:

- Those that engaged partners, CSOs and IPLCs in a longer learning trajectory and that completed a learning cycle, including trial and error for enhanced learning and adaptive management;
- Those that strengthened the capacities of stakeholders who together constitute critical components of a system, as has been the case in DRC, in the Philippines and in the AGRO thematic programme. These strategies foster mutual accountability between different types of actors, clarifying rights, obligations and building capacities to work together; and
- Those that strengthened the capacities of Southern partners through South – South learning and exchanges (all three international themes).

A condition that needs to be in place is a good collaboration between GLA partners who have joined responsibilities for the implementation of parts of the programme. Joint learning events, and joint L&A are important elements to get this condition in place, as well as when external opportunities or threats occur that require joint action. Where appropriate, collaboration can be fostered by engaging partners in joint planning and strategizing, making use of each other's complementary capacities.

Among the most effective L&A strategies were:

1. Direct dialogue with public sector actors based upon evidence generated to inform policies, rules and regulations;
2. SMEs and IPLCs, organised into organisations, networks or movements who lobby the government to abide to its own rules, start lawsuits or grievance mechanisms. In some cases these organisations have catalysed change. The process to organise these citizens in some cases started before the GLA programme commenced;
3. Working in coalitions of likeminded CSOs to formulate joint statements to lobby governments and international forums. These coalitions often also include IPLCs or SMEs; and
4. Work in multi-stakeholder settings with public, private sector organisations and CSO coalitions that voice the concerns of IPLCs, as well as Technical Working Groups and spatial development committees. The cases where this L&A strategy was effective, often have built upon past outcomes and long negotiation and dialogue processes that enhanced the performance of these spaces.
5. The agro commodities' theme added to this the creation of convening spaces for dialogue and negotiations with private and public sector policy makers, as well as applying more confrontational approaches including filing complaints, public campaigns on social media and presenting short video clips about the consequences of deforestation for IPLCs.

With regard to ToCs and assumptions of outcome pathways and the evaluation focus for the international themes.

The assessment of the ToCs and assumptions shows that both for the international themes and country outcome pathways, assumptions or intermediate outcomes were not always sufficiently in place to reach higher level outcomes. A consequence of this has been that in some cases, structural issues were not being addressed that could have increased the number of IPLCs having secured (user) rights to land and NR, or the impact of corporations on forested landscapes being reduced. Occasionally the ToCs of outcome pathways at country level did not match with the context or did not adjust to changes in the context. Some programmes (country and thematic) had a difficult start, leading to a fragmented implementation and missing synergies or complementarity.

8.1.4 Lessons learned and recommendations

A number of lessons learned and recommendations can be formulated, based on the analysis in the first part of this section 8.1.

With regard to capacity development the evaluation recommends in the first place to ensure a good collaboration between partners working together at the landscape or country level and between those partners that together implement the international themes. This will support the synergies and complementarities needed to increase the effectiveness of the programme.

In the second place, capacity development is recommended to take place in long term coaching trajectories based upon trial and error and where appropriate fosters collaboration between partners from different countries (South-South and South – North).

With regard to L&A, the evaluation recommends to support Southern partners to reflect on strategies to lobby corporations and government entities that are not pursuing the interests of IPLCs and GLA. Past experience show that combinations of insider lobby and outsider campaign strategies will be needed, but need to take into consideration civic space. Most likely an international dimension is required, such as has been practiced with the bauxite campaign in Ghana and other campaigns under the agro commodities' theme. The many insider and outsider L&A strategies used by the agro commodities' team merit to be shared and practiced in the future: possibly international influence may be needed.

Creating L&A readiness of IPLCs and SMEs to introduce change only happens when it is in their own interest. Strengthening the organisational performance of IPLC organisations and those of SMEs will support them to start their own L&A practices. Some IPLCs organisations and those of SMEs have catalysed change in the country programmes. The support to IPLCs and SMEs has the potential to increase the reach of the GLA programme.

Partners in some countries explicitly use those spaces offered by the government for influencing policies such as TWG and multi stakeholder platforms, whereas others stay within civil society spaces to influence governments. It would be suggested to further explore the advantages and inconveniences of using either government led (or private sector led?) spaces or create those in civil society³³. This reflection would not only concern partners themselves but also IPLCs and women that they are supporting.

With regard to ToCs and assumptions, well-designed ToCs represent partners' visions in how change will happen and what assumptions need to be in place for these to happen. ToCs need to be very well matched with their contexts and may require adjustment when changes in the context occur. Not implementing parts of the pathways in a ToC implies in most cases that higher level outcomes will not be achieved or will decrease the number of beneficiaries reached and areas that can be declared 'deforestation-free'. ToC thinking has helped to strengthen the *capacity of adaptive management* by GLA partners who have become more confident in its application. It is recommended that partners foster their understanding of working with ToC in the new programme to stimulate a continuous critical ToC review.

The GLA PMEL system in place did not foresee the monitoring of relations between short term outcomes obtained in the sphere of control of the ToC and intermediate outcomes in the sphere of influence (see evaluation question number 1). A suggestion is to articulate a *clear Theory of Action*, as the linkage of Theory of Action (ToA) with the overall ToC is a critical element for effective implementation. The ToA is the short term part (the first 2-3 years) within the ToC that is under control of GLA. The ToA is the plan how the direct interventions and actions of GLA partners will trigger change amongst key actors in the sphere of influence. The ToC in all countries and landscapes show the presence of these key actors (government to revise policy, private sector to apply new types of social just and environmentally sustainable practices, gender partners to change education and training practices, etc.). They are not within control of the GLA partners, but they can be influenced through effective capacity development and L&A strategies.

8.2 Relevance and Cross-cutting

8.2.1 Indigenous people and local communities

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and indigenous people (IP) and/or for values of the GLA alliance such as climate resilience and biodiversity? To what extent and how has the programme contributed to changes in rights, benefits and participation of local communities, in particular for indigenous people (IP)?

Generally speaking the outcomes obtained with the country programmes have been relevant for IPLCs except for the outcomes related to the outcome pathway on peace and stability in the Eastern DRC that missed a clear focus on the equal distribution of land and NR user rights.

Securing land and NR (user) rights have taken a central place in many of the ToCs in 1) lobbying for better land related laws, 2) making use of opportunities provided by existing rules and regulations to secure rights for IPLCs, and 3) to a lesser extent, addressing threats presented by the expansion of mining, agriculture and animal husbandry concessions and large infrastructural projects.

³³ https://www.powercube.net/wp-content/uploads/2009/12/finding_spaces_for_change.pdf

In most countries, some IPLCs have engaged in agriculture based upon agroforestry methods or community based enterprises to increase their benefits. In some countries, both public and private finance is being used to support IPLCs with the reforestation (including agroforestry) and the rehabilitation of watersheds.

With regard to the participation in decision making, different practices have been observed in terms of IPLCs 1) participation in government led spaces and forums (the Philippines and to a lesser extent Indonesia, 2) taking part in citizen coalitions and CSO coalitions (Ghana, Bolivia, the Philippines) to claim their rights, and 3) taking part in the process of obtaining land and NR rights or permits (DRC, Indonesia, the Philippines, Ghana) and managing these rights and permits. The FLG and the agro commodities' themes have fostered the participation of partners in international forums who voiced the concerns of their constituents.

As for the international themes, most directly relevant outcomes for IPLCs have been obtained by the JET programme: The delay of oil exploitation projects and clean-up of environments polluted by oil have maintained or improved the NR base upon which IPLCs depend; they have become aware of the possibilities that renewable energy sources can play in the rural areas and have started to claim access to these from their (local) governments.

Most other outcomes obtained under the agro-commodities' theme and some of the FLG theme are expected to become relevant for IPLCs in the long term. The relevance of the outcomes reached in the first drafts of the CBD 2021-2030 Biodiversity Framework to be formalised during COP 15, is limited: past experiences show that the implementation of the Framework and targets by national governments is very slow.

8.2.2 Gender

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA?

GLA Netherlands has increased its gender support to Southern partners as of 2018. Some of the partners have mainstreamed gender in their organisations as has been the case with the FoE network where a working group on gender justice is in place and reaching out to other networks and forums such as the CBD. The JET team has developed a feminist view to Just Energy Transition and has explicitly worked with women at community level who have most interest in access to renewable energy sources and to wood and charcoal saving cooking technologies.

Southern partners have ensured equal opportunities for women and men in capacity strengthening activities and in most countries, special attention has been given to voice the women in campaigns and to women-only CSOs and to female IP leaders.

Outcomes have been *relevant* for women in the first place by supporting them to (further) develop income generating activities based upon natural resources, meeting their direct needs (*benefits*). Women have increased their *decision making power* at community level and beyond: Examples mentioned are 1) female organisations chairing CSO coalitions at watershed level, 2) women having become active as community and tribal leaders, 3) IPLC women chairing community forest management committees, 4) gender sensitive bylaws being introduced as part of strengthening the performance of IP organisations and 5) members of FoEI's gender justice workshop having become member of the CBD Women Caucus and addressing CBD working group meetings, as well as taking part in discussions of the CFS.

With regard to *securing land tenure rights or access* to NR for women, not much information has been obtained, except for Bolivia where gender dimensions were integrated into forest policies and practices by GLA partners. In Ghana, women in matrilineal societies who own trees will benefit from their tree tenure rights, if the amendment of the concession law will be approved by the Ghanaian cabinet.

Transformative gender roles for women but *not for men* have been noticed in most landscapes, although at a very limited scale. Women have initiated or took part in campaigns to resist against the construction of dams, mining concessions, geothermal power plant projects in their areas. Increased decision making power obtained by women also shows that the programme has contributed to transformative gender roles for women. However the evaluators remain cautious on the transformative character of some of these findings: in Indonesia, the women-led resistance may have emerged when violence against women activists was seen as effective framing to draw public support or as a means to decrease violence by policemen during demonstrations. And the Southern partner in Central DRC observed that the 30% of artisanal logging businesses being managed by women does not always reflect a transformation and needs to be nuanced when taking into account that some women replace their husbands who are civil servants and therefore not allowed to do business.

At the international level, both the 2021-2030 Biodiversity Framework of the CBD and the recommendations formulated in CFS meetings emphasize a need for the appropriate recognition of gender equality, women's empowerment and gender-responsive approaches, and to respect their rights and access to forest and land tenure, agriculture and forestry support services etc. It is against these international commitments that the next programme could prepare itself to foster gender justice and transformation.

8.2.3 Implications for the country/thematic ToCs: Recommendations

What does this mean for the country/thematic ToCs?

The relation between the international ToCs and their relevance for IPLC and women differs from one theme to another. The agro-commodities' theme and its outcomes can be best characterised as providing an enabling environment for IPLCs in terms of countering deforestation and landgrabs by corporations. The evaluation focus for the FLG theme has been mainly on influencing international forums such as the CFS and the CBD and like those outcomes obtained by the agro commodities' theme, they have the potential to create an enabling environment for IPLCs and women in the long term. The JET theme started in a similar way in terms of addressing oil extraction and pollution caused by international companies, and on its way increased its attention towards renewable energies. Its bottom-up approach has been of direct relevance for IPLCs.

The evaluation has obtained *indications* that highlight the relevance of outcomes for IPLCs and women. However, the evaluation has not been able to give an indication of *the extent to which outcomes* were relevant in quantitative terms: the M&E system in place has not kept track of numbers of IPLCs, women and men for whom the outcomes have been relevant, nor the areas (in hectares) that have come under a more sustainable management through the programme.

When addressing *gender*, the evaluation recommends to develop more explicit gender strategies and to formulate gender specific ambitions for outcomes at the start of the programme. Gender mainstreaming preferably addresses root causes for inequality as well as the direct needs and strategic interests of women and men. This occasionally may require gender specific interventions. Transformative changes in gender roles of both men and women may catalyse further changes in livelihoods and in the sustainable management of natural resources.

As concluded above, the influencing of the CBD Biodiversity Framework will not be relevant for IPLCs in the short term, given the past experiences that its translation at national level is cumbersome and very slow. Lobbying (sub) national governments to make change happen in line with the binding measures of the CBD would considerably increase the relevance of the programme for IPLCs and address gender inequality.

The relation between the international themes and the relevance of outcomes for IPLC and women is rather indirect for some themes. An important question is how these themes intended to relate to the country programmes. The agro-commodities' theme and its outcomes can be characterised as providing an enabling environment for IPLCs in terms of countering deforestation and landgrabs by corporations. The JET theme started in a similar way in terms of addressing oil extraction and pollution caused by international companies, and during implementation increased its attention towards

renewable energies through a bottom-up approach, relevant for IPLCs. The evaluation focus for the FLG theme has been mainly on influencing international forums such as the CFS and the CBD and outcomes of these negotiations have the potential to create an enabling environment for IPLCs and women in the long term.

In order to increase the relevance of the thematic and country programmes and the general programme, the evaluators recommend that the added value of each sub-programme needs to be clearly identified in relation to the overall Programme ToC.

8.3 Sustainability and impact

8.3.1 Contributions to core conditions

To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions? These core conditions are:

- *Security of land tenure, or access to land and resource use*
- *Inclusive decision-making on land use*
- *Nature based, sustainable approaches to the management of forested landscapes*

Security of land tenure, or access to land and resource use

The most frequently used strategies to increase land tenure or access rights in the country programmes make use of existing rules and regulations. The obtention of these most often communal rights, make management committees feel more secure in some countries, in other countries these committees still do not feel secured against corporations and the State overruling these rights. The new or improved land related laws that the programme lobbied for are in their final stage of approval, but these decisions can still be influenced by national elections, and negotiations behind closed doors.

The *agro commodities' theme* has made contributions to policy changes that possibly will prevent land grabbing and deforestation by corporations in *the long term* and in this way may offer opportunities to IPLCs to secure their own rights. As for the *FLG theme*, the discourses in the CFS and in the first drafts of the 2021-2030 CBD framework are promising, but those of the CBD require considerable follow-up at national and subnational levels.

Inclusive decision-making on land use

The most frequently used strategies for participation in decision making on land use are four-fold:

- Participation in government led spaces and forums, such as Technical Working Groups where rules and regulations regarding land and NR (user) rights are being harmonised, and committees in charge of spatial planning
- Participation in the decision-making about the use of communal land and NR titles or permits: Due to COVID-19, the evaluators have not been able to assess the inclusiveness and transparency of decisions taken in the management committees
- Civil organisations, networks and movements to lobby governments for new or improved land and NR laws, rules and regulations
- Southern partners, the CSOs they are working with and local communities (IPLCs) have obtained an increased control over their surroundings and have obtained monitoring tools to protect forests and natural resources and take action when needed, by filing complaints or using grievance mechanisms, be they national or international: both the country and thematic programmes contributed to these
- Through the agro-commodities' and the FLG theme, Southern partners have addressed issues on behalf of their constituents. The CFS is the first global meeting where civil society and grassroots organisations engage in a dialogue on equal footing with public and private sector representatives.

Nature based, sustainable approaches to the management of forested landscapes

Several strategies have been developed in the country programmes to strengthen the sustainable management of NR. The most frequently used strategies were:

- Ecosystem maintenance and forest restoration activities which are said to have increased the forest cover in one of the Indonesian landscapes
- Supporting community based enterprises to improve local livelihoods and the introduction of agroforestry at farm and community level
- A first river-basin-wide PES system in the Philippines being accepted and in the process of operationalisation
- Efforts to stop the expansion of plantations/concessions and addressing infringements upon regulations by monitoring and filing complaints at the national and international level, implemented by both country and thematic programmes, in particular by the agro-commodities and JET themes: whereas the theme on agro-commodities' theme addressed landgrabs and deforestation by the agricultural sector, JET delayed oil extraction projects, contributed to the clean-up of polluted environments and made IPLCs aware of renewable energy devices such as solar panels and cook stoves that save firewood.

The M&E system in place has not kept track of quantitative data to assess the extent to which the programmes contributed to the three core conditions at the landscape level.

As for the relevance questions for IPLCs and women (and men), the evaluation question on contributions to the core conditions the relations between the international themes and these conditions may require further specification, except for part of the JET theme that has used a bottom-up approach, starting with IPLCs and women.

8.3.2 Sustainability of outcomes achieved

To what extent are the outcomes of the GLA expected to be lasting? Why or why not?

Most outcomes obtained in the country programmes are in the *orange-to-green zone* and in the *green zone* of the traffic light system. Factors that explain this categorisation are the need for continued support of IPLCs, CSOs, SMEs and their federations to create and keep momentum of coalitions that are 1) lobbying their governments to approve land related laws or to abide to their own rules, 2) being involved in suing the government, and 3) campaigning against corporations and government entities that threaten the natural resource base on which IPLCs depend. Laws, rules and regulations are waiting for their final approval and may be subject to changes in Governments (elections) and negotiations behind closed doors. Outcomes that support the livelihoods of IPLCs also require further support to allow them to sustainably manage their land and natural resources and in most countries are in the orange-to-green zone.

Outcomes in the *green zone* have been the result of bottom-up, multi stakeholder and systemic approaches. These often started with securing land and/or NR (user) rights, harmonized spatial management plans and IPLCs taking their legitimate seats in government led spaces, such as local councils, technical working groups and multi-stakeholder platforms. The conditions to reach these outcomes were in most cases already in place before the programme started in 2016.

Some outcomes in Eastern DRC and in Bolivia are in the *red or red-to-orange zone*, because of the 1) unstable political context, weak institutions, which seriously constrain collaboration with the public sector, 2) wide-spread insecurity that only can lead to location specific and time bound outcomes, and 3) the outcome pathway was not relevant for IPLCs and therefore did not generate many outcomes (especially DRC).

The approval of the new land law by the Government of DRC and a provincial bylaw on land management in DRC are in the *orange zone*: Although they are on the agenda, until so far they have not been approved. The judicial system that is now capable to sentence perpetrators of environmental crimes needs further support to sustain its performance.

The outcomes of the international themes are mainly in the *orange-to-green zone*. Most outcomes are work in progress that started before the GLA programme and will continue after it. More concrete

outcomes that will be sustained for the coming years are the achievement of the biofuel target of the EU, the recommendations made by the CFS and the drafts post-2020 CBD Biodiversity Framework that in their current stage contribute the three conditions *on paper* and will be adopted during COP 15. The JET theme requires further finance to build IPLC coalitions who will lobby their governments to not invest in oil extraction but in renewable energies. JETs work on the ECAs is to be considered in its initial stage and to be continued in the next phase.

8.3.3 Contributions to the IGG framework

The outcomes obtained in the *country programmes* have contributed to:

- The food and nutrition framework, except for the improvement of people's nutritional situation, which is beyond the scope of the programme;
- Water is used sustainably and equitably, ensuring the need of all sectors and the environment, of the water results framework; and
- The results framework of climate policy on forests: however major threats to deforestation caused by the expansion of agricultural plantations, mining concessions and other industrial plants have proven to be very difficult to address.

The contributions of the *international themes* to these frameworks are very indirect and possibly will increase in the long term.

The indicators of these frameworks demand for more quantitative data which have not been obtained.

8.3.4 Implications for the GLA ToC and country/thematic ToCs

What does this say about the GLA and country/thematic ToCs and type of interventions?

Most implications for the country and thematic ToCs have already been described above. In addition to these, the evaluation recommends to foster the institutional sustainability of outcomes, which often are long term trajectories as has been exemplified by some country and thematic programmes.

When assessing the sustainability of outcomes, an important explanatory factor not mentioned until so far consists of most country and thematic programmes having continued and expanded their interventions based upon past networks, results and experiences. This embeddedness of the country and thematic programmes adds to the sustainability of outcomes in the longer term.

Whereas most country programmes already used existing regulations to secure land and NR (user) rights for IPLCs in favour of institutional sustainability, it is recommended to also foster institutional sustainability with regard to inclusive decision-making on land use and to nature based, sustainable approaches to the management of landscapes.

With regard to inclusive decision-making, IPLCs and SMEs in some countries have become change agents by taking the driver seat in lobbying government or corporations, or by taking part in government-led spaces created by laws and regulations. The strategic use of these spaces will most likely further support sustainability. For this to happen, the further strengthening of IPLC organisations and movements, as well as those of SMEs is a prerequisite.

As already mentioned, IPLC's livelihoods need to be secured as one of the strategies towards sustainable land use and nature based, sustainable management of forested landscapes. This is an important assumption that needs to be in place in most countries and therefore financial and technical support as well as market intelligence from other funding sources needs to be secured.

Next to these, the institutional sustainability of the country programmes is most likely to be improved when a landscape approach is being further developed, based upon (bottom-up) spatial planning processes in which IPLCs and SMEs take part. These processes possibly foster the transparency of existing claims on land and NR as well as identify those areas subject to deforestation, landgrabs, oil extraction or environmental pollutions.

Where appropriate, the international themes could provide support country programmes to address international corporations or their investment partners allegedly being involved in deforestation or land grabbing; they could also contribute to 'sustainable cocoa, soy or OP landscapes', or to 'JET landscapes'. These international themes would address global level issues to obtain localised outcomes at landscape level.

Next to critical assessments of the ToCs and the Theories of Action for effectivity and relevance, the evaluation suggests to include the assessment of institutional sustainability in these ToCs and ToAs. These critical assessments are worthwhile conducting at the start of the programme, and throughout the programme, including influences of external factors and checking if the assumptions are still in place or require additional action.

8.4 Governance and Programme Implications

8.4.1 Governance and efficiency

How useful and efficient were GLA governance structure, cooperation, coordination, PMEL and other programme approaches? What were best practices, and what can be improved? How flexible and adaptive was the programme, e.g. in adapting to changing contexts and civic space, and partner needs or learning? What have GLA partners done to maximize efficiency?

GLA's governance structure consisted of a steering committee, the three executive directors of the consortium partners, chaired by MD, the lead partner. Senior Programme Coordinators were in charge of ensuring coherence and constructive collaboration between the three partners and between the steering committee and other management groups such as the core group, in charge of day-to-day management and the PMEL group.

Cooperation and coordination between the three alliance partners, as well as their Southern partners has grown stronger over time: the entire partnership has increased its performance as has been confirmed by external resources persons. Important factors that fostered trust and synergies were the following:

- A continuous focus on the common GLA goals that every person and every management structure adhered to over time;
- Different roles played by the consecutive Senior Programme Coordinators (SPC) in line with the different phases that the Alliance went through and needs;
- Personal attitudes to overcome differences: and
- Constructive dialogues to overcome differences and where needed 'agree-to-disagree'.

The most useful governance principles that were developed at the beginning of the Alliance consisted of 1) the structure being simple, 2) responsibilities being placed at the lowest levels, and 3) everybody in the structure must be of clear added value, in particular in vertical terms.

The following *improvements* can be made with regard to these principles:

- Clarify the communication lines between the different management structures and communicate the structure to all partners;
- With regard to PMEL, ensure that partners who jointly implement a programme (in a landscape, country, or theme) prioritise joint planning and joint M&E reports at landscape or country level in support of their learning and sensemaking instead of those between individual Southern Partners and their Dutch counterparts; and
- Instead of emphasising the added value of everyone in the vertical sense (upward accountability), emphasise horizontal added value in terms of complementarity, synergies and collaboration. In addition to this, foster mutual accountability relations between all partners.

PMEL and sensemaking

Some country and thematic evaluation reports observe that apart from the PMEL tools, no other forms were used to track progress against more operational result frameworks, which possibly could have

supported partners to take stock of how change happens as well as to compare results planned against results obtained and to take action. Learning and sensemaking has been introduced as a recurring practice with GLA partners working together in their respective countries. Although the guiding questions in the tools are relevant, in practice learning sessions range from being a formality to a meaningful exercise creating synergies.

The outcome harvest method alone does not provide quantitative data needed to aggregate data needed to assess the relevance of outcomes for IPLCs and women, the importance of contributions made to the three core conditions.

The following *improvements* are being recommended:

All partners in the Alliance became familiar with ToC thinking in the past five years, and time has come to foster their understanding of working with ToCs. It is suggested to stimulate the critical review of ToCs, not only in search of increasing the programme's effectiveness, but also to increase its relevance for IPLCs, and women and to increase the sustainability of outcomes. A critical review includes the verification of assumptions being in place or not, the influence of changes in the context and the internal logic of how change happens. Critical reviews at inception will considerably strengthen the effectiveness of the ToCs.

The GLA PMEL system would enhance learning of partners jointly implementing parts of the programme when it introduces Theories of Action. These will support learning about how change happens, what the catalysts of change are, which actors have become receptive of introducing changes and how to convince them to take the next step. The joint planning, learning and reflection meetings could provide the appropriate space for partners to design these ToAs that link interventions to outcomes.

The evaluators further suggest to start collecting quantitative data that can assess the extent to which IPLCs have benefitted from the programme as well as provide spatial data at the (sub) landscape level.

Civic space

Shrinking civic space will remain an important issue of concern. During the programme, it has been sufficiently put on the agenda and strategies have been put in place or designed to deal with it. It will require further strategies and actions in future programmes.

8.4.2 Programme recommendations

The GLA programme has been characterised by its decentralised implementation of the country and thematic programmes, allowing for flexibility and ownership by the GLA partners that together were in charge with the implementation of parts of the programme. The future programme could benefit from a more conscious check on coherence of the parts towards achieving systemic change.

This check of coherence towards systemic change will most likely need space for deeper reflections and taking a step back. In such a situation, it is recommended to create space for slow but deeper and more strategic reflection, also as part of the alliance culture.

Most of the GLA programme *assumptions* presented in 2.1.1 are in place, however some may require further reflections:

With regard to '*Local communities, entrepreneurs and governments are sensitive to incentives to change their practices*', the evaluators found evidence that IPLCs, having obtained land and NR (user) rights are inclined to sustainably manage the areas under their control in Indonesia and the Philippines. As for entrepreneurs, a difference has to be made between those who sympathise with the GLA programme (the Philippines, DRC) and those who want to run their businesses as usual, most often corporations: The programme has shown that highlighting malpractices in public campaigns, lobbying the financial sector and the EU provide some incentives for change, but may require further strategies. Like for entrepreneurs, governments consist of different ministries and directorates of

which some promote the sustainable management of NR and others not (DRC, the Philippines, the Netherlands): each ministry and its administration require different incentives.

With regard to *'Practices change when politicians and corporates can no longer ignore the demands of CSOs representing large groups of citizens'*, the evaluations do only confirm this to a limited extent, partially because some outcomes that mobilised impressive CSO coalitions as representatives of IPLCs and citizens are still pending, such as is the case with the tree tenure reform in Ghana, the Land law in DRC and the Philippines. Mobilisation through social media and campaigns with the agro commodities' theme have however resulted in outcomes at EU level.

'When the direct concerns and strategic needs of IPLCs and SMEs are being addressed, they may become catalysts of change'. Examples have been found in some of the country programmes, and it may be worthwhile testing these.

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Governance and efficiency

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Appendix 3 Summaries of the country reports

1. Bolivia

The relevance of the GLA programme in Bolivia is justified insofar as it *"seeks to influence the policies and practices of public, private and civil actors that contribute to the inclusive and sustainable management of forest landscapes, through (development of capacities for) advocacy and lobbying"*.

The rationale is that the GLA Alliance believes that the Greater Chiquitanía area can maintain its valuable ecosystems and provide the people with income, health and well-being.

The biggest changes in the context during programme implementation over 2016 – 2020 were related to political factors and are: 1) large forest fires from July to November 2019; and 2) change of national government in November 2019 after the former government was in power for 14 years.

Observations on effectiveness, impact, contribution and sustainability (first evaluation questions):

The programme has contributed to improving the advocacy and lobbying (A&L) capacities of civil society organizations (CSO). These include indigenous organizations, the Alliance for Human Rights and the Environment coalition (ADHMA), the Coordinator in Defence of the Self-Determination of People and the Environment (CODAPMA), the National Coordinator of Farmers Native Indigenous Territories and Protected Areas (CONTIOCAP) and the strengthening of other civil actors (the case of Roboré residents) and of public and private actors such as the Association of Management Committees of the protected areas of the Chaco, Chiquitanía (Pantanal Amazonia sur), and Areas Conserved by Indigenous Peoples and Local Communities (TICCA), as well as journalists, activists and defenders of environmental rights.

The effectiveness of GLA partner engagement had an added value especially when first tier partner organizations produced verifiable inputs and evidence for advocacy. They did this with state agencies like the Vice Ministry of the Environment and generated evidence that assisted to prepare a draft proposal for the Supreme Decree on low-cost, low-impact technology for wood harvesting. With the Land & Forest Authority (ABT) this resulted in new norms for integral forest management planning (in Spanish PMIB). GLA partners also actively participated in the public debate on the productive sector (agriculture, livestock, forestry, mining) discussing the extractive production model.

The GLA contribution is reflected by the positive assessment of the CSOs who noted that the results achieved are relevant and significant for the needs and interests of the grassroots, especially for people who depend on forests like local communities and the indigenous population (legitimacy of the programme).

It has been observed during the evaluation that there is still no systematic advocacy work towards the Bolivian authorities at the national level, despite the fact that there were interesting initiatives in this regard. The programme does not yet have an advocacy strategy at this level.

The methods and tools that the GLA used to collect and document information on the progress of the programme were: a Capacity Analysis Tool (CAT), an Outcome Harvesting (OH) database, brainstorming meetings and learning, and a tool for involvement, commitment and action. The CAT tool was an important success to help raise awareness among first tier partners about "what capacity was available" and "what capacity was needed". It will be necessary to define how to continue or expand the use of this tool to second tier partner organizations.

With regard to the OH data base, the application was not homogeneous (from the information contained in the annual reports of each partner institution), the appropriation and use has been different for each partner, as well as the ways of carrying out the outcome harvesting. Not all partners provided the same degree of specificity and in some cases they could not specify the contribution of the programme in achieving the outcomes.

The outcomes obtained by each of the partner organizations show that they are relevant and significant for the needs and interests of the targeted men and women because now there is clarity in their rights to manage common goods and the adequate management of natural resources.

The use of the Theory of Change (ToC) at the beginning of the programme was complex. Currently it is a referential tool with different degrees of appropriation but not (yet) a facilitating element for everyone and sometimes can still generate tension.

Evaluation question 3 is to what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes. What worked and what didn't? What did this mean for the GLA ToC and its assumptions? The results harvested for each result pathway are many and they were all updated in the annual plans of each partner. The basic conditions were to identify these contributions: 1) security of land tenure, or access to use of land and resources; 2) inclusive decision-making on land use; and 3) nature-based sustainable approaches to forest landscape management.

Evaluation question 4 studied which strategies were effective, which were not, why and what can be learned from this? The evaluation observed that all strategies were effective. The formation and strengthening of alliances and platforms was a strong and successfully strategy in the national case of the Alliance for Human Rights and the Environment. As for the CSO capacity building strategy, this is illustrated by the case of farmers and indigenous communities who acquired strengthened A&L capacity as can be seen in the preparation process and their participation in forums like UN-COPs and their advocacy in the United Nations system and other international events. However, a strategy that still needs to be developed is that of A&L towards the State authorities. Concluding on strategies it is central to continue with the generation of evidence for A&L. It would be very timely if a more systematic approach can be organised for the generation of capacities of the second tier and allied organizations within a rights-based approach and also systematically support these organizations to allow them to apply their mandates. This could mean a variety of support ranging from financial support, specific advice and coaching, or providing security support to be able to operate and fulfil their mandates.

Question 5 on the role played by Indigenous Peoples (IP) and local communities: The CSO capacity building strategy, the case of farmer and indigenous communities in A&L has been strengthened and this can be observed in the preparation of information, participation in forums, COPs and advocacy in the United Nations system and other international events. The ongoing dissemination of information and evidence has managed to generate trust and position the institutional discourse on the rights of indigenous peoples, on their territories and natural resources, and on the threats of extractivism ("extractivismo").

Question 6 on gender and youth: The gender approach was incorporated at different levels by the partners, partly driven by coordinated trainings at the programme level. The programme made efforts for the inclusion of women, depending on the different ways of working of each GLA partner. The organizations that developed direct contact with indigenous organizations (like IBIF and SAVIA) have achieved a wide range of inclusive activities of women and young people. An example is the support to the Guarayos Indigenous Forest Association (AFIG) organization in the construction of internal norms with improvements in their gender equality dimension, support for leaderships of women and young people (professionals) in roles non-traditional of women in the organization (CICOL Cacique case of land and territory), resistance leaderships, and presence of women in international advocacy events (SAVIA and CEDIB).

Question 7: risk assessment. A series of risks were identified for the next GLA programme, like political risks linked to the electoral context, the conflict over land and the economic crisis. These risks will be an important input to the planning process of the new GLA II programme. The probability of these risks occurring is high. It would be good to consider some mitigation measures, like promoting the adoption of structured, transparent and broad participation spaces within grassroots organizations, as well as documenting and sharing the impacts achieved by communities as a result of efficient collaboration between CSOs.

Question 8: related to governance and efficiency: The programme partners did not have a history of working together and some partners had not previously been related until the beginning of the programme. This implied an initial investment was needed for create mutual understanding and generate of trust (a process that can still be improved) around the objective and the proposed results. This resulted later in a clear collaboration framework. In this regard, each partner has valued the possibilities that have arisen in the relationship to articulate new collaborations and generate new projects. The efficiency measured by analysing results and products as envisaged by the programme

show that over the years the GLA Bolivia programme has complied with the plans, in all the results chains. All the annual reports of the GLA Bolivia programme have been reviewed and several of the outcomes harvested were analysed by the evaluation, verifying their sources of information. The activities have been executed as planned, without delays, and the programme (with information until 2019) has managed to deliver the scheduled products and meet the quantity and quality criteria according to planning.

Lessons learned

- On combining direct support and advocacy roles: Working on an advocacy agenda is easier when this is combined with direct support to local communities.
- On working in coalitions: The specific knowledge and skills of each partner should be used to achieve functional complementarity.

Recommendations

- It is recommended to redefine in the new GLA programme the relationships of first tier partners and second tier partners and incorporate the latter as full partners.
- Design a framework of joint actions that involves all partners in concrete activities, with clear timing and resources allocation, in order to generate complementarities within a common programmatic thread.
- In order to maximize the potential of the ToC and considering that the conditions of the evaluation did not allow to elaborate the mapping of the ToC with all the actors directly involved in the change process; it is recommended to repeat the review of the ToC with other actors involved in the process, in particular with the second tier partners.
- On gender and youth issues at the Alliance level, it is recommended to go beyond what is currently done and define more clearly a gender and youth Alliance strategy, based on a gender and youth analysis.
- At the level of the structure and governance of the programme at the local level, it is recommended to strengthen coordination, have a coordinator / technical liaison, to fulfil programmatic tasks, support and prepare spaces for reflection and learning, and assure other tasks, with a larger allocation of time and mandate.
- The spaces for reflection and learning need to have a simple and clear memory of the topics of reflection, the consensus and the adjustments made in the ToC, with a systematic follow-up of the agreements.
- Address the needs of indigenous CSOs and communities that work on agendas of environmental rights and indigenous peoples, like the Economic, Social, Cultural and Environmental Rights (DESCA) group, and consider the creation of a fund with small grants for this purpose.
- It is recommended to explore new communication methods, for example study the possibility of taking a course for radio and television presentations and working as digital media journalists with the methodology called "*Chequeado*". This is a foundation that promotes the verification of public discourse, and facilitates access to information and transparency of data sharing. *Chequeado* is the main project of La Voz Pública de América Latina and its experience is especially sensitive to the work of defenders of the public good.

2. Democratic Republic of the Congo (DRC)

Central landscape

Conclusions with respect to relevance

The program was relevant for the COLOs in Bafwasende territory whom three obtained a forest concession and who embarked on agroforestry adjacent to their homes. Women and vulnerable groups are involved in the activities and women occupy positions in the decision-making bodies of 2CFCL. Tropenbos was unable to work with the Indigenous Population (IPs) because they are difficult to contact and often under the influence of the Bantu, which represents an unfair power relationship. PA representants participated however in some meetings of the program in Mombasa and Kisangani.

The evaluation could not obtain an indication of the financial viability of CFCLs, nor assess changes in the sustainable means of existence of households using natural resources in the concessions. The IPs who constitutes a large population on the Kisangani - Mambasa axis were unable to obtain a CFCL because they are difficult to access. The programme was relevant for artisanal loggers as they now know their rights and duties and at least sixty percent is supposed to be in order with the legal framework. Artisanal loggers are characterized as businessmen, 30% of whom are women. These operators must come to an agreement with the COLOs and the IPs and obtain their consent and agree on the rewards to be made in favour of the communities. The evaluation could not obtain indications showing that their exploitation is also relevant for communities.

Tropenbos DRC was threatened when they began to denounce abuse of power by politicians and the military. Part of the reason for these threats is that the organization has embarked on advocacy when previously it only produced research results.

Conclusions regarding sustainability

The outcomes achieved by Tropenbos DRC are situated in a context of instability of the public sector and of insecurity. These are therefore temporary outcomes that require ongoing monitoring, guidance and advocacy to become lasting results. The granting of the first CFCLs, as well as the advocacy led by RINEC-Bois, may be vectors of change, but they still require investments by Tropenbos or other organisations. CFCL are indeed constant but the implementation of CFCL values require much investments. The creation of RINEC-Wood platform by the association of exploitants witness sustainability.

Tropenbos DRC's effective intervention strategies can be summarized as follows:

- Support the advocacy actions of actors who have a common interest in the sustainable management of natural resources and in obtaining their rights of use and property, and who respect of the legal framework, by informing them about their rights, by connecting them with authorities, and by financing logistics;
- Carry out advocacy based on research results;
- Foster dialogue between all stakeholders and show interdependencies between each other and allow them to solve problems.

Lesson learned

The most important lesson learned by Tropenbos DRC has been its orientation towards advocacy and lobbying, as a research organization. In their advocacy strategy, they understood that advocacy led by artisanal loggers themselves is an effective strategy and that they need financial support from time to time. The same is true for the COLOs who have requested a forest concession. It is essentially these artisans and COLOs who are asking for their rights according to the legal framework and not a CSO that works in the interest of these two actors.

Recommendations

The evaluation confirms that Tropenbos DRC has made a substantial contribution to the legalization of artisanal loggers according to the regulations in force. It was also noted that these operators are aware of their rights and obligations vis-à-vis the state and vis-à-vis the communities where they have their farms. The evaluation suggests Tropenbos DRC to assess the way in which the operators draw up their specifications and the agreements with the communities, A standard model of a collaboration agreement between artisanal foresters exploitants and local communities/indigenous populations was proposed by the evaluation team. Such an assessment will shed light on the relevance of artisanal logging approvals for the populations living near the protected areas. This recommendation is made because the power relations are not equitable between the 'businessmen'-operators and the COLOs.

With regard to CFCLs, the evaluators recommend that Tropenbos RDC assesses the effects of IGAs developed in the concessions for the sustainable means of existence of the concerned populations (IP, women, young people, etc.). Another follow-up or research question concerns the management of the CFCLs, because experience shows that after a time they risk to be no longer inclusive and equitable. Another recommendation for the CFCLs is to initiate advocacy actions to simplify the procedures for obtaining the concessions and to considerably reduce the various taxes related to the financial

procedures for the CFCLs within reach of the communities themselves. It is believed that this requires strong coalitions of NGOs working together on this issue at national and provincial levels.

The evaluators could not assess the effects of actions taken in favour of women. At CFCL level and at RINEC-Bois level this dimension has been taken into consideration. Other actions in favour of strengthening the status of women have been welcomed, but it is unclear how these actions have been strategic for the sustainable management of natural resources or the improvement of living conditions. A reflection on the effectiveness of the current gender strategy, as well as how to support IPs, is recommended.

Eastern landscape

Since 2016 IUCN-NL implemented the Green Livelihoods Alliance (GLA) programme in the Eastern landscape of the Democratic Republic of Congo (DRC). The program was designed to restore, protect, manage the landscape in a sustainable, concerted and inclusive manner, guaranteeing the livelihoods of local communities (COLO) and indigenous populations (PA in French)) and stabilize protected areas and ecosystems in the Eastern landscape, which includes the landscape around the Virunga National Park in North Kivu (PNVi) and around the Kahuzi-Biéga National Park in South Kivu (PNKB).

GLA and the Dutch Ministry of Foreign Affairs decided to conduct an End Evaluation of the programme, focusing on two pillars of The Theory of Change, namely 1) That there will be social peace and stability in the Virunga / KB landscapes; and 2) That economic and environmental justice be restored at different levels. The program was implemented by seven partners during the period of 2016 - 2020.

The main observations and conclusions of the evaluation are as follows.

Effectiveness, impact and contribution. The evaluation observes during the implementation of the program, the seven organizations in the Eastern landscape enhanced their capacities in working together in creating synergies and in making use of each other's competencies. This happened through formal training actions, and a range of more informal actions, such as member collaboration in the field, joint planning and reflection meetings, field experiences and visits to other countries. However, partners observe that the stability of this consortium and their effectiveness has been influenced by the sudden withdrawal of 2 organizations in early 2018. Before the GLA programme started in 2016, each of the partners already had capacities in advocacy and lobbying, which were strengthened during the GLA programme. Some partners have learned to maintain the culture of good management of financial resources, currently all transactions are done at the bank differently from what was done before the implementation of the GLA program; the program has helped to train the staff of some members including new managers. Part of capacity building led to behavioral changes at the level of the consortium itself. The partners were also able to involve other actors, as detailed in the report. In conclusion, the evaluation confirms that many actions have taken place, with commitments made and capacities strengthened of key stakeholders. However, behavioral changes beyond these immediate engagements have not been tracked systematically and have not been documented as harvested outcomes.

By observing the outcomes harvested for the first objective concerning peace and stability, the evaluation concludes that:

- In terms of cohabitation between stakeholders, the local populations and other actors in the province of North Kivu mobilized massively to protect the PNVi and the PN of Salonga, a positive indication for the cohabitation between all the stakeholders. However, it is observed that the relationship between the manager of the PNVi and the neighboring populations seems to be a unilateral relationship with little commitment from the PNVi.
- That the relations between the Indigenous People around the parks of PNKB and the ICCN have not improved, especially with regards to the relation between the Indigenous People and the ICCN.
- There are many land conflicts and those related to access to NRs and sustainable and acceptable livelihoods. However, the results achieved by the consortium provide laudable efforts, in a context of instability, identity conflicts, lack of state authority, and rapid population growth.

- One of the strategies, the design and implementation of development plans based on the boundaries of uncontested land properties, has not been implemented, while according to the ToC of this pillar it was one of the conditions for achieving a better cohabitation. This strategy merits therefor attention in the next GLA programme.

Regarding the most important outcomes harvested to ensure economic and environmental justice, the evaluation concludes that:

- The province of North Kivu has an edict to protect HR and environmental defenders, and that SUWE has put in place practical strategies to protect HR defenders when they are threatened on the ground, including the provision of legal assistance to defenders. The next step is to enforce the edict in the face of multiple threats.
- Efforts have been made to restore the rule of law on Lake Edouard and the Mayangose area.
- A judicial arbitration system is in place which has already condemned elements of the FARDC for environmental crimes, and monitoring systems are operational, capable of denouncing actors who commit crimes.
- The consortium is awaiting the adoption of a provincial Edict on land management in South Kivu and the promulgation of the National Land Reform, which integrates issues of inclusiveness and the environment.

Regarding the contribution of the GLA consortium, we conclude that:

- The contribution has been especially important with regard to the establishment of a judicial arbitration system and the Edict on the protection of human (and environmental) rights.
- The contribution to the postponement of the decommissioning of the oil blocks consists above all in the mobilization of neighboring populations, CSOs and citizens to protect the PNVi, which is a considerable asset for the next GLA II programme.
- Regarding the reduction of conflicts (insecurity on the lake and in the landscape, land conflicts), the consortium succeeded in reducing conflicts at given times, but not finally. The connections built between FARDC, ANRs, STAREC, MONUSCO, PNVi with territorial and customary authorities, community leaders and those of indigenous people represents social capital, which will be valuable for the next phase of the GLA II.
- Mainly due to lack of information it is not possible to appreciate the contribution of the consortium with regard to 1) compliance with the regulations in force to reduce the overexploitation of fishery resources in Lake Edward, and 2) land reform and the provincial edict on land in South Kivu.

Regarding the contribution of the three key conditions, the evaluation concludes that the conditions to ensure the right to and access to land and natural resources are not in place, although the consortium has contributed to the resolution of land conflicts and in the development of a land edict in South Kivu and in the development of the new land law. The stakes associated with this condition are enormous. The same is true for the key condition that Indigenous People participate in decision-making on the use of natural resources in and around the protected areas. The program has contributed to IEC activities to introduce sustainable approaches to natural resource management and to expose environmental crimes, but the insecurity and scale of these activities mean that so far the pressure on protected areas has not diminished.

Overall, the evaluation concluded that the advocacy strategies were effective. A lesson learned is that by working together as a GLA consortium one can more easily come into contact with authorities at several levels, including the province and the national level. Putting the local residents themselves in front of them turned out to be a very effective strategy and this took place during advocacy actions in Kinshasa, Goma, during exchange visits, etc. Women are now starting to speak with eco-guards and the PAs have been invited to the PNVi headquarters to identify possibilities to enhance their endogenous knowledge.

Regarding the relevance of the GLA program, the evaluation concludes that the consortium involved the populations living near the PNVi in advocacy actions and meetings with the authorities and customary chiefs. This is a first phase of the participation of the population in decision-making. For the PAs, this participation brings them closer not only to the authorities and customary chiefs, but also to other neighboring populations and is the beginning of raising their status in society. On the other hand, in the KB landscape, the PAs have remained isolated since the emergence of the conflict between them and the ICCN. Women have been involved in IEC sessions, and a few may conduct

IGAs in more or less secure areas. Some women are starting to approach the authorities such as the ICCN / PNVi Virunga Foundation. This is the first phase of their participation in decision-making regarding the protection of the PNVi and PNKB ecosystems, land issues and Park-population conflicts. This is the start of raising their status in society.

To expand the operational space, the consortium has realized that advocacy and denunciation is more effective and poses less risk for civil society when local populations face these advocacy actions / inform the consortium about crimes. environmental issues, and when CSOs work together to influence public sector policies, regulations and practices.

Regarding sustainability, the evaluation finds that the outcomes harvested by the GLA consortium are isolated results in a context of security and insecurity that changes from day to day, and where the livelihoods of PA communities are not secure in terms of rights / access to land / NR, and the role of the state authority is often questioned. This context requires interventions on the part of many actors. The consortium was able to mobilize most of these institutional actors, such as the government and the provincial assembly, actors in the arbitration system, actors responsible for ensuring security and actors from civil society and neighboring populations. Having trust relationships with all these actors will be an asset for the next GLA phase. The relations between local populations and CSOs on the one hand and ICCN / Virunga Foundation on the other hand still remain points of attention.

The report shares several lessons learned by the GLA Eastern Landscape partners in relation to the effectiveness, impact and contribution of the program; in relation to the relevance and cross-cutting issues of the program; and with respect to sustainability. The lessons are combined with conclusions on the evaluation questions. The recommendations are as follows:

In relation to efficiency, impact and contribution: After this first GLA phase, the members of the consortium understood the advantages of working together and of valuing the different skills and networks of actors within the consortium. With regard to capacity building, an upgrade to harvest outcomes is desirable so that the consortium itself is able to observe changes in the behavior of local communities, indigenous people, their leaders and local (customary) authorities involve them more in the actions of L&A at the local level.

The composition of the consortium is unique in that it includes organizations of "green lawyers": organizations focused on denouncing environmental crimes and organizations that seek to work in a participatory manner with local populations and transform conflicts.

The evaluation suggests that in terms of capacity building that the consortium reflects on the way towards making participatory landuse/landscape plans as a strategy to strengthen cohabitation between actors and reduce land conflicts. The evaluators are well aware that this strategy is a long-term process because it requires the involvement of the public sector, the private sector and elected officials. By working with a spatial strategy, instead of addressing land conflicts between former workers and concessionaires, it could be translated into a debate around the rational use of available land, as well as its development.

If the land reform is enacted, the next phase to be tackled by the consortium will be its implementation in the Eastern landscape. It is suggested that the consortium reflects on its intervention strategy to achieve this. Being able to put the demography issue on the table opens doors to explore this issue further in the framework of IEC actions, not only as a problem for women, but also for men. This will be the beginning of awareness on the issue.

Regarding the dialogue with ICCN / Virunga Foundation, it is suggested that this will include more strategic themes, and perhaps at other levels of decision-making. With the arrival of the new government, opportunities would appear to arise for ICCN / Virunga Foundation to change its intervention strategy. This dialogue could preferably focus at a more strategic level to address access to ecosystem benefits (access to electricity, clean water, and tourism revenues). That is to say, communities bordering protected areas should benefit from the spinoffs from the revenues generated by these parks.

It is suggested to continue to use the judicial arbitration system to convict people implicated in environmental crimes and, on the basis of the provincial edict on the protection of HRDs, to strengthen justice so that it becomes effective.

For South Kivu, it is suggested to reconcile the different positions regarding the conflict between the Indigenous People and the PNKB. This also requires a reconciliation of the positions of CSOs in Bukavu.

Regarding relevance and transversal issues: It is time that the rights of Indigenous People will be respected like everyone else, including their economic, social and cultural rights (and proper homes). Urgent solutions are needed to strengthen their means of existence. The promotion of Indigenous Peoples' endogenous knowledge is one of the strategies, alongside many others, such as obtaining community forestry concession titles. If not so, conflicts with park managers and Bantu populations can be expected to increase.

The fact that the consortium addresses the themes of sustainable management of RNs, land rights, environmental crimes, cohabitation is a commendable effort and should be strengthened. It is hoped that the land reform will also guide the multiple inheritance land conflicts between women and men, and that the consortium can continue to play a role in this matter.

In relation to impact and sustainability: the evaluation concludes that the sustainability of effects and their impact depend mostly on contextual factors. Above all, insecurity has negative consequences for the means of existence of the populations bordering the protected areas. The consortium is encouraged to continue to conduct advocacy (together and / or at the request of the populations) so that the FARDC, MONUSCO and STAREC remain operational and effective in the field.

3. Ghana

The Forested Landscapes for Equity (FLE) programme of the Green Livelihoods Alliance (GLA), a collaboration between Milieudefensie, IUCN NL, Tropenbos International and the Dutch Ministry of Foreign Affairs (MoFA), aims to achieve inclusive and sustainable governance of forested landscapes. The programme is part of the Dialogue & Dissent (D&D) policy framework of the MoFA. A central assumption of the GLA Theory of Change (ToC) is that decision making that includes local voices contributes to more effective forest protection and restoration interventions and therefore, also, the continued provisioning of International Public Goods. Against this background at the end of the programme, the GLA and its Southern partners organised an End Evaluation (EE) of the Forested Landscapes for Equity Programme to learn from the successful and less successful approaches of the programme. The overall evaluation was led by Wageningen Centre for Development Innovation (WCIDI), part of Wageningen University & Research (WUR). The Ghana evaluation consisted of conducting a GLA partner level evaluation, each partner having contributed to the Theory of Change (ToC), but leading one or a combination of outcome pathways. The EE was carried out in July, 2020; and answered seven evaluation questions. Two outcome pathways were evaluated, viz., Tree Tenure Reforms (TTR) and Atewa Bauxite Campaign (ABC). The key assumptions underlying the two outcome pathways in the GLA ToC were assessed in the light of Civil Society Organisations (CSO) Lobby and Advocacy (L&A) capacity improvements and intervention strategies.

In this summary the main methodology and findings are presented.

Methodology:

The GLA ToC considers three core conditions necessary for sustainable and inclusive forest governance: i) Security of land tenure, or access to land and resource use; ii) Inclusive decision-making on land use; and iii) Nature based, sustainable approaches to the management of forested landscapes. There were core implementing partners (referred to as Tier 1) and others that were co-opted to cooperate and help fight the cause (referred to as Tier 2). Other persons and groups in government and non-governmental organisations were also engaged in the course of implementation. Hence, four main approaches, including desk review of relevant GLA reports, semi-structured interviews (SSI) of key informants, workshops and desk review of websites and internet documents and documentaries, were applied to study the outcomes harvested and the contribution of CSOs to the

achieved results. The contribution analysis assessed the extent to which (parts of) the pathways, considering interventions by GLA and partners, assumptions, external actors and factors, could be confirmed or refuted. The outcomes harvested by GLA Ghana were studied to analyse the result delivered by the programme concerning outcomes (changes in behaviour) and impact (changes in the livelihoods of people). The key informants included Tier 1 officers (Tropenbos Ghana (TBG), A Rocha Ghana (ARG), Friends of the Earth (FoE) Ghana) and Northern partners (TBI, IUCN Netherlands) and representatives of Tier 2 (civil society organisations (CSOs) such as Ecocare, Civic Response, and community-based organisations (CBOs) such as Concerned Citizens of Atewa Landscape (CSAL)). Others referred to as External Resources persons (ERP) included directors from the Water Resources Commission (WRC) and Forestry Commission and a lawyer from Tailor Crabbe Initiative (TCI).

Findings:

Effectiveness, Impact and Contribution

1. To what extent has the programme contributed to improved L&A capacities of CSOs and strengthening of other civil actors?

To ensure achievement of the core conditions, the GLA programme aimed for capacity development of CSOs and local communities. There was a series of training sessions on lobby and advocacy facilitated by the Tailor Crabbe Initiative. All the three Tier 1 partners agreed that there has been improved understanding of the importance of research and information required to support any actions taken in order to engage with relevant stakeholders (e.g. public sector ministries, departments and agencies, other civil society organisations with similar and dissimilar mission, individuals with consenting and dissenting views) and to prepare for legal battles.

Has capacity strengthening contributed to lobby & advocacy outcomes?

Capacity strengthening has contributed to lobby & advocacy outcomes in relation to informal conversations, formal letter writing, press releases, newspaper publications, street demonstrations and walks, town hall fora with community members, organizing field trips to observe interested cases and working with public mandated institutions to implement plans. A number of outcomes indicated included CSO consensus building on long-term solutions, effective engagement with media, parliamentary select committees and other public officers and communicating more effectively with local people, and suing the government in court.

Which capacity development efforts were most effective, which were not, why, and what can be learned from this?

All the capacity development efforts were considered very effective in completing the planned actions in obtaining the tree tenure reform and campaigning against Atewa Bauxite mining. Occasionally, a lack of response by the recipients of notification and call for action made the "high profile persons letter writing" method appear ineffective. However, such non-response has been followed up with newspaper publications and video documentaries circulated on social media, and responses have been achieved. The case of the Ghana Integrated Aluminium Development Corporation (GIADEC), is cited.

2. To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favour of GLA programme objectives?

The TTR outcome of ensuring benefit sharing for tree owners and maintaining the Atewa Forest as a nature reserve are of concern to all levels of human development- international, national and local. The UN SDGs are clear on responsible production and climate change mitigation (SDG 12). If the reformed Concessions Act (124) had been passed, inclusiveness and fair trade would have been achieved. Ghana's constitution supports the sustainable development approach and the national policy on forestry, mining and agriculture is towards reducing deforestation and degradation. The fight for tree tenure benefit-sharing began several decades ago and achieving the current status, "validated proposal for amendment of Concession Act (124) for submission to cabinet", is a feat that has been achieved through facilitation of CSOs activities led by TBG, FoEG and ARG and their Northern partners, TBI, IUCN and FoE International. The concern for maintaining the biodiversity and water resources of Atewa has been discussed by several CSOs including ARG in previous regimes. The 2017-2020 ABC has expedited actions in involving a stronger network of CSOs and persons with passion and interest but with limited budget to work. The Concerned Citizen of Atewa Landscape (CCAL), for instance, is formalized and has taken a visible role in making a case for court action on the non-response of the

government to mine bauxite in Atewa. A Rocha Ghana took the lead and facilitated all capacity-improvement in L&A and ground actions to reach the "writ of summons stage".

3. To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes?

What worked:

A stronger network of CSOs has validated a proposal of amendment of the Concessions Act (Act 124) for Cabinet action, towards sustainable and inclusive governance of forested landscapes, awaiting submission to Cabinet for review and consent. The CCAL are included in the governance of forested landscapes, speaking against Bauxite mining and going to the extent of filing court actions to get hearing.

What did not work:

Regarding ABC, letters to the President of Ghana from High Level International Personalities have not received responses. [*The period coincided with the COVID 19 pandemic (CV19), which took centre stage of leadership action.*] Getting more prominent Ghanaian individuals, think tanks, private media, social media and academia to volunteer time and join the campaign has not been largely achieved. The writ of summons has yet to receive attention for setting of date and hearing of the case; the process has been slow, probably due to COVID 19 factors, election year factors or legal process factors.

What does this mean for the GLA ToC and its assumptions:

The GLA core conditions are: security of land tenure, or access to land and resource use; inclusive decision-making on land use; and nature based, sustainable approaches to the management of forested landscapes. Addressing these conditions may last a generation. No achievement of the ultimate GLA goal after 4 years suggests that inclusive decision making is not sufficient to achieve new legislation and more needs to be done at high level lobbying that requires good research evidence and reviewing and cross checking facts. Grass root marches and media campaigns put the authorities on their feet for a brief moment, suggesting frequently action, which may only be ideal. The last few months of the GLA could be spent on more lobby activities at the mandate institution level for the Tree Tenure Bill to receive Cabinet attention and for court proceedings to start.

4. Which strategies were effective, which were not, why and what can be learned from this?

A multi-pronged strategy was employed. North-South and South-South partnership strategies were effective. Northern partners were actively involved in workplan reviews, letters and publication editing, and fund raising to support capacity-strengthening of network of civil society and community-based organisations in engaging with different levels of stakeholders. The strategy of applying a flexible ToC allowed the ABC to start in 2017, although it was not a targeted action in 2016. Appointing a law firm, Tailor Crabb Initiative to support research and training in the Law was effective - verified evidence is a key condition for effective L&A. Engaging leaders of Tier 2 partners to share experiences and lead workshop sessions was an effective strategy used during capacity-strengthening of local community groups in forested landscapes. Annual joint reflections on the ToC enabled partners to flexibly adapt their strategies to changing realities and lessons learned. The joint reflections were also adapted among the south-south partners.

What was less or not effective is limited engagement with the Attorney General's Office to understand the state position on State Asset management and future plans and programmes on the Atewa Landscape. The engagement with the mandated organisation on aluminium development in Ghana, GIADEC has been limited due to mistrust among the two parties.

With regard to relevance and cross-cutting issues:

5. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and indigenous people (IP) and/or for values of the GLA alliance such as climate resilience and biodiversity? To what extent and how has the programme contributed to changes in rights, benefits and participation of local communities, in particular for indigenous people (IP)? What does this mean for the GLA and its country/thematic TOCs?

For TTR, the achieved outcome of validated proposal on amendment of concessions Act (Act 124) towards tree tenure reform and benefit sharing is relevant or significant for the needs and interests of constituencies such as forest dependent people, local communities and indigenous people (IP). Forest dependent women, men and youth harvest non-timber forest product such as snails, mushrooms and other natural spices as well as depend on cocoa and other food crop production for their livelihoods.

Involving them in decision-making improves not only their feel-good factor and hope for a better future but also the power to call for law suits, in the case of ABC and higher compensation fees in the case of TTR. Local communities and indigenous people who own lands with timber species and cocoa are encouraged to retain such trees on their farms, due to hope for higher gains in the very near future.

The campaign against bauxite mining is aligned with values of the GLA alliance such as climate resilience and biodiversity. Not relenting on efforts and involving local people to sue the Government in court indicates to them how important their views have become. The writ of summons was prepared with the involvement of several CSOs and CBOs such as Civic Response, EcoCare, CCAL and FLOWER Ghana. The GLA programme has contributed to positive changes in rights, benefits and participation of local communities, in particular for indigenous people (IP) – the activities of CSOs such as TBG, ARG, FoEG has whipped up interest in community groups to fight for their rights.

What does this mean for the GLA and its country/thematic TOCs?

The country thematic ToC, sustainably managed landscapes, to be addressed using multi-stakeholder approach (community, government and private sector), was a well-chosen pathway. The limiting factors include government's prompt response and public sector commitment of funds and time. Community action is linked to financiers' commitment and work plans and any delays in funds releases stalls frequent community engagements.

6. In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA?

Amendments to the concessions act and implementation thereof will benefit both male and female tree owners. To a large extent the GLA programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA.

In terms of security of land tenure, or access to land and resource use, women of matrilineal descent who inherited land with economic trees will benefit. In respect of inclusive decision-making on land use, women's participation as leaders and members of CCLA, FLOWERS, other CSOs and CBOs are well documented. In terms of nature based, sustainable approaches to the management of forested landscapes, women's concern is shown in demonstrations, publications and signing petitions to leave the ATEWA forest bauxite unmined.

For impact and sustainability

7. To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic ToCs and type of interventions?

There were three levels of outcomes towards the achievement of the goal of a sustainably managed landscape: i) The first level has 5 intermediate outcomes towards strong CSO network, gender and social inclusion and empowerment, capacity enhancement and participation of CSOs; ii) the second level has 10 related outcomes of which tree tenure reforms and Atewa Bauxite campaign are two; the third level has three outcomes, local community stewardship of natural resources, government policies and regulation and private sector sustainable practices. A strong CSO network in forest, mining and water sustainability has been formed at the national level through training, engagement and participating in L&A to achieve the related outcomes. A key measure taken to ensure sustainability of the network was engaging in actions that are jointly planned and executed; reaching consensus before execution and agreeing on next steps; supporting financially weak CBOs to organise at local level and including local representatives at national level meetings and publication development. The biggest risks to sustainability of the network is limited funds to hold regular meetings to reflect on feedback messages from government and private sector, discuss new strategies and plan community visibility activities.

For TTR, the current state of related outcome harvested by Tropenbos was: CSOs made and validated proposal for amendment of concessions act (Act 124) for submission to Cabinet in June 2020. Moving the Bill to the next level depends largely on Government and public service offices. The first tier implementing partners hold the opinion that the sustainability of the tree tenure outcome depends heavily on the following six risk factors:

- i. Internal organizational changes
- ii. Change in leadership at MDA
- iii. Reconstitution of Parliament in 2021
- iv. Change in government in 2021

- v. COVID 19 and its implications for funding
- vi. Losing the Head of Forestry Commission

For ABC, the current state of related outcome harvested by A Rocha was: Seven CSOs and four private citizens sue the government over exploration for bauxite mining in Atewa in May 2020. The sustainability of the Atewa Bauxite Campaign outcome depends heavily on the following six risk factors:

- i. Internal organizational changes
- ii. Financing of court cases
- iii. More citizens support
- iv. Change in government in 2021
- v. COVID 19 and its implications for funding
- vi. More community support – some groups have not lent support openly due to lack of understanding of the issues

The lobby and advocacy to achieve sustainable development outcomes are person-dependent, hence if interest of the current committed persons in the implementing organisations, other CSOs and CBOs were not maintained through motivation, the campaigns and activities may slow down. The fear that some current staff may leave Tropenbos Ghana, A Rocha Ghana and Friends of the Earth Ghana needs to be addressed.

A number of meetings are required to refine letters, hold dialogues and push press releases and publications through. The concern that there will be changes of Ministers (of Lands and Natural Resources and Environment Science, Technology and Innovation) and that this will slow down future achievements is genuine as reshuffles can be expected after elections, even when the government-in-power is retained. The situation is worsened when leaders with personal interest are lost through death, as in the case of the Chief Executive of FC.

In the face of COVID 19 pandemic, better and more effective video documentaries to catch the attention of statesmen and women as well as the President of the Republic will require additional funding and grass root mobilization. More grass root awareness campaigns will be necessary to bring more people to the side of no-bauxite mining. In today's world, high interest is in funding COVID health and infrastructure related demands. Private individuals, think tanks, academia, faith-based organisations, prominent statesmen and women will be required to invest money and time in the Atewa campaign.

What does this say about the GLA and country/thematic ToCs and type of interventions?

The GLA Forested Landscapes for Equity programme is an initiative that aims for inclusive and sustainable governance of forested landscapes and safeguarding 'International Public Goods' (IPGs). The current ToC reflecting the TTR and ABC is designed to address inclusiveness and safeguarding IPGs. The interventions, including funding to support CSO network strengthening, empowerment and participation and L&A capacity enhancement is in the right direction. Sustaining the current achievements for both TTR and ABC requires more interest and support by public officers (including mandate ministries and courts) and more campaigning from Ghanaian citizens and community people as well as adequate funding support.

4. Indonesia

The Green Livelihoods Alliance (GLA) programme commissioned an evaluation of their Forested Landscapes for Equity programme as implemented over 2016-2020. The evaluation was carried out by Wageningen Center for Development innovation (WCDEI), part of Wageningen University and Research. A number of landscapes in six countries were evaluated, amongst them the Mudiak Baduo and Gunung Tarak landscapes in Indonesia. Below, the main evaluation questions are presented with the corresponding evaluation findings.

1 Sphere of Control

To what extent has the programme contributed to improved Lobby & Advocacy

GLA partners' L&A capacities have improved in most L&A dimensions, assessed through the CAT. They have become more well-rounded in their capacities. GLA partners commonly reported most significant changes in their capacity to generate and use evidence, their capacity

(L&A) capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to L&A outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?

to continuously learn for improvements, and their capacity to guarantee sufficient ability for effective lobby and advocacy.

It is hard to generalize that GLA partners' increased L&A capacities have induced other CSO and civil actors around them, but there is anecdotal evidence which support the notion.

There is a relation between improved L&A capacities and changes in L&A practices by GLA partners. Notably, a partner strong in their dissent tradition has started using dialogue more intensively, whereas another learned to practice informal lobby for the first time.

There is clear evidence which shows that capacity strengthening contributed to L&A outcomes. The most notable is that Warsi's *capacity to generate and use evidence* -which showed that some part of FMU core territory (*blok inti KPH*) no longer suits its criteria- has been used to convince FMUs in two districts to review and revise their long-term management plan.

The evaluation refrains from attributing any particular form of capacity development effort as being more effective than the other, but characteristics of likely effective processes can be identified: iterative learning, learning by doing, and minimizing capacity gaps by relying less on cascading.

2 Sphere of influence

To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favor of GLA programme objectives?

Outcome-5 (attainment of community tenurial rights)

The GLA has been influencing changes in the form of development, adoption, improved implementation of policies in favour this tenurial rights. This conclusion is evident from how most pathways in Outcome 5 of the ToC have been realized as a result of GLA's contribution, although apparently not all of them produced sufficient causal impacts.

The GLA contributed to a more *proactive, facilitating and empowering bureaucracy* by shaping the local government's motivation to address the SF bureaucracy issue. However, the GLA has not been able to address the enabling condition for a *faster & easier SF licensing process*. GLA has also contributed to motivating and improving the capacity of local governments to address *clean & clear area* issues, but the impact has not come in time to guarantee smooth and successful SF licensing processes during 2016-2020.

In both landscapes, the GLA has successfully capacitated communities to act on their own behalf to acquire tenurial rights, mainly by shaping their motivation and interests for the SF scheme. However, the rate of success in Gunung Tarak has been relatively limited due to the lack of community attachment to their surrounding forest-land.

The extent of the GLA's contribution is very high since not a single community has been able to attain an SF license without external facilitation, while the likelihood is little that more than one external actor facilitated SF licensing for the same community.

Outcome-4 (community protect and manage forest sustainably)

The GLA has also been successful in influencing changes in favour of this objective. Evidence of increased forest cover, decreasing cases of illegal logging, and use of forest-land area for sustainable livelihood shows that communities have been moved by incentives to protect and manage forest sustainably.

The GLA contributed in altering community incentives mainly through the realization of Outcome-5 (i.e. communities protect forest for the sake of retaining the secured access to forest-land). The GLA ToC would have worked perfectly if only the incentive also come in the form of improvements in socioeconomic conditions. Unfortunately that is not the case with the GLA program. While many promising results have been achieved, these are not yet enough in number to positively influence community incentives at large to improve their socio-

economic conditions based upon sustainable forest management practices.

Increased community capacity eventually contributed to working grievance mechanisms, although in the end, the desired deterring effects are still held back by poor law enforcement. Nevertheless, there is evidence which shows that the grievance mechanisms have produced significant effects outside the legal system (i.e. social sanctions, ruined reputation, opportunity lost).

Outcome-3 (oil palm grower sustainably manage their concession, while traders/buyers conduct sustainable trade)

The GLA has influenced changes in favor of this objective, but the changes have been mostly escalated at lower level pathways: improving ISP's good agricultural practice, gaining government attention, garnering Regent interest to enact OP moratorium, overturning a pro-impunity regulation. However, inclusion of ISP into mainstream OP supply chain and its standard concession management practice, OP moratorium enacted at district level, and grievance mechanism have not been realized. As such, the story of change in this outcome is best described as "a work in progress".

3 Sphere of interest

To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions? These core conditions are:

- security of land tenure, or access to land and resource use
- inclusive decision-making on land use,
- nature based, sustainable approaches to the management of forested landscapes

By attaining SF licenses, GLA communities reported being more secure and confident to access designated forest area; some specifically mentioned that they no longer worry of being criminalized due to their activities in the forest land. The communities also reported that the legal certainty provides them with confidence to thwart or seek justice over any perpetrating actions.

An integral part of the SF licensing process required the GLA to build communities' spatial awareness, to enable them to identify forest potentials, and finally to develop forest management plan tailored to each community context. As such, the legitimization of Village Forest Management Plan (VFMP) is evidence of inclusive decision-making on land use while compliance to the legitimate VFMP means a nature-based and sustainable approach to the management of forested landscapes.

4 Effectiveness of strategies

Which strategies were effective, which were not, why and what can be learned from this?

The evaluation observes that the GLA programme thrives at community or local government level rather than at national level. It is as if GLA partners pragmatically targeted relatively 'easy' changes instead of the more stubborn, but of higher potential impact.

While it is true that the GLA complementarity model between activist, broker, and convener is not always relevant to every L&A context, GLA Indonesia clearly needs to sort out the organization of their joint collaboration activities if they wish to improve their national level L&A. A clarified theory of action would have helped the orchestration of GLA Indonesia's joint collaboration actions, especially since changes in Indonesia's political and social contexts call for a more thoughtful convening strategy.

5 Crosscutting: IP

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and indigenous people (IP) and/or for values of the GLA alliance

The fact that the communities protect the forest just for the sake of retaining their SF license, not because of prevailing socioeconomic improvements, indicates how relevant and significant the tenurial right is for forest dependent communities' interests. The GLA should realize that their program's effectiveness depends highly on its relevance.

Whether GLA communities suit the definition of "forest dependent communities" is out of question since evaluation of the SF applicant's relevance has always been a part of licensing process. Furthermore,

such as climate resilience and biodiversity? To what extent and how has the programme contributed to changes in rights, benefits and participation of local communities, in particular for IP? What does this mean for the GLA and its country/thematic TOCs?

GLA facilitation would not have worked if the community did not see its relevance for them.

In terms of participation quality, the SF licensing process basically requires the community to be able to consolidate themselves. The GLA always aims for the consolidation process to be as democratic as possible, but could not do much with the power-relation issue within each community.

6 Crosscutting: gender

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA?

The GLA has done well in terms of women inclusion, but it would be perfect if they see it as a means to an end. For the next GLA program, it is very important for GLA partners to clearly conceive just what that 'end' should be like, and how to get there. Only then will the GLA become more successful in terms of gender mainstreaming.

It is recommended for GLA partners to reach out to women's collective actions networks in each landscape to bring to maturity women's collective actions conceived through this GLA program, to get expert advice or clearer visions on gender mainstreaming, or even to form a strategic partnership.

8 Sustainability

To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic TOCs and type of interventions?

Community dependency on external facilitation, elite capture, and demotivation are risks likely to impair impact sustainability. A proper mitigation strategy would be to institutionalize the GLA's best practices into village governance, in which GLA has actually achieved some modalities. In the next program phase, the GLA needs to make this risk mitigation strategy more explicit, for example by reviving some pathways (under outcome-4) from ToC 2016 version which had been omitted lately.

5. The Philippines

Cagayan de Oro-Macajalar Bay (CDO) landscape

The Green Livelihoods Alliance (GLA) programme requested an evaluation of the GLA programme as implemented over 2016- 2020 for the dual purpose of accountability and input for GLA 2, of which programme development has started since August 2020. The evaluation was carried out by Wageningen Center for Development Innovation (WC DI), part of Wageningen University and Research. A number of landscapes in six countries were evaluated, amongst them the Tagoloan-Cagayan de Oro-Macajalar Bay landscape in the Philippines. Below the main evaluation questions are presented with the corresponding evaluation findings.

1 Capacities

To what extent has the programme contributed to improved Lobby & Advocacy (L&A) capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to L&A outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?

The fact that capacity building activities were always followed up with the actual practical application of skills (intentionally facilitated or organized by GLA) shows that there was a **clear and effective capacity building strategy**. These strategies were designed holistically to involve formal training, but also learning-by-doing and exposure visits, dialogue for exchange of experience. The outcomes that were built on the capacity development initiatives under the programme bare testimony of the impact they have.

It is clear that capacity development within the GLA partner as well as of external partners has been **effective**. The **contribution** of GLA to the latter is clear for the initiatives that have been directly organized by GLA, however GLA has contributed to many activities as part of an alliance or coalition and in those "synergy outcome" cases the extent

2 Policy

To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favor of GLA programme objectives?

of the contribution is harder to assess. Contribution to capacity development may have gone beyond the outcomes planned in the ToC through **synergies** with other programmes.

Overall, GLA Philippines has engaged in **effective lobbying** with the **government**, at times attaining sizable impact, at other times impact was impeded by external factors. In all cases contribution was significant, though not only attributable to GLA, but also together with allies. The strength of these alliances has made the lobbying successful.

In CDO interest from the **private sector** to work on environmental issues has been increasing. Often this is related to the CSR agenda of the company, but non the less it is a positive trend. The **MSB** have played in instrumental role in forging relationships in this respect.

Civil society campaigns have been effective in mobilizing the public for events, campaigns and the like. The impact on the greater goal of the campaign remains to be seen. Again, allies play a joint role in the contribution to the campaign outcomes.

3 Contribution

To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions? These core conditions are:

- security of land tenure, or access to land and resource use
- inclusive decision-making on land use,
- nature based, sustainable approaches to the management of forested landscapes

Contribution GLA PP to: →	security of land tenure, or access to land and resource use	inclusive decision-making on land use	nature based, sustainable approaches to management of forested landscapes
Through: ↓			
Outcome CDO1: Legal and empowered Multi Sectoral Body			
Outcome CDO2: Community managed forest rehabilitation through agro-forestry, in cooperation with LGUs			
Outcome CDO3: Integration and acceptance of IP role in local governance			
Outcome CDO4: (STREAMS and) River basin-wide PES ordinance			
Outcome CDO5: Sustainable green livelihood for vulnerable communities			

4 Effectiveness of strategies

Which strategies were effective, which were not, why and what can be learned from this?

The **lobbying strategies** such as developing champions, collaboration for verified evidence, and many other activities GLA undertook have on the whole their strategies been **effective** in building relationship, rapport and in some cases with the getting bills and ordinances passed.

Engaging in multi-stakeholder partnerships has also been an **effective** strategy towards the higher outcomes in the ToC, as illustrated by the stories related to ToC. Depending on the goal, partners would be strategically selected for their roles, mandate and possible contribution in order to maximize effectiveness.

5 Crosscutting: IP

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and

Overall, we can say that the GLA activities in CDO are centered around the needs of communities in the watershed from ridge to reef particularly with their disaster resilience and economic resilience in mind. IPs play a significant role both in the upland communities as well as the tribes along the riverbanks involved in the programme.

The activities of the GLA programme have been **relevant to IP** and local communities, however the pressures on these communities come

indigenous people (IP) and/or for values of the GLA alliance such as climate resilience and biodiversity? To what extent and how has the programme contributed to changes in rights, benefits and participation of local communities, in particular for IP? What does this mean for the GLA and its country/thematic TOCs?

6 Crosscutting: gender

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA?

Crosscutting: Other

Other cross cutting issues mentioned are the extent to which GLA partners maintained or increased the civic space to be operational in their respective countries, and the extent to which synergies were created between GLA partners (North-North, North-South and South-South)

8 Sustainability

To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic TOCs and type of interventions?

9 Efficiency and governance

How useful and efficient were GLA governance structure, cooperation, coordination, PMEL and other programme approaches? What were best practices, and what can be improved? How flexible and adaptive was the programme, e.g. in adapting to changing contexts and civic space, and partner needs or learning? What have GLA partners done to maximize efficiency?

from many different angles. Although the **GLA has strengthened their position in local governance through the MSBs**, there remain many conflicts to be resolved. **Environmental justice** remains an issue high on the agenda for IPs.

Throughout GLA, **gender sensitivity is applied** in design and implementation. Early on in the programme the partners who were not up to speed in terms of gender analysis skills, were supported and in programme implementation communities the same was done through gender orientation trainings. Besides GLA **setting an influential example** in terms of female leadership, the programme effectively recognized and utilized female leadership in (IP and other) communities.

Even though the GLA staff themselves, did in the validation workshop not necessarily see it that way, the evaluators impression is that the MSB and the work of their TWGs has strengthened relationship between the different actors to the extent that it contributes to **maintaining or even furthering civic space**, in the face of nationally shrinking civic space.

The **synergetic effect** of in-country partners was considerable, as was that between the in-country GLA partners and public and private sector actors- The achievements of the MSB being an embodiment of this.

Sustainability was a strategic choice in the pathways and outcomes that were deemed critical in the workshops: be it obtaining documents of registration which future endeavours can be built upon, enshrining specific outcomes into law (such as PES or other ordinances), or the institutionalization of working relationships (and e.g. with STR3AMS in L&A efforts) through establishment and strengthening of organizations or MSB. These are all indicators of systemic change at their respective outcome levels. For these reasons the GLA in the CDO scores high on the sustainability criterium.

In terms of programme governance, the organizational culture of **trust and openness** was regarded as an absolute strength, contributing to flexibility, effectiveness and strong coalitions and related outcomes. There were voices for improvement of the organizational set-up and structure and the PMEL system could be used more effectively.

Some felt that the alliance could have been more efficient, if some processes and structures were streamlined among partners. Because of the nature of an alliance, **internal systems and procedures** differ from partner to partner, which makes it difficult to maintain certain **management standards** which the GLA may want to uphold and facilitate coordination.

Sierra Madre landscape

The Green Livelihoods Alliance (GLA) programme requested an evaluation of the GLA programme as implemented over 2016- 2020 for the dual purpose of accountability over the concluded program *and* as input for GLA 2, of which programme development has started since August 2020. The evaluation was carried out by Wageningen Center for Development innovation (WC DI), part of Wageningen University and Research. A number of landscapes in six countries were evaluated, amongst them the Sierra Madre landscape in The Philippines. Below the main evaluation questions are presented with the corresponding evaluation findings.

1 Capacities

To what extent has the programme contributed to improved Lobby & Advocacy (L&A) capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to L&A outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?

The fact that capacity building activities were always followed up with the actual practical application of skills (intentionally facilitated or organized by GLA) shows that there was a **clear and effective capacity building strategy**. Trainings were sometimes supported with field trips for exposure (visiting a processing plant to learn about the process and/or machine used) or exchange of experience (e.g. Indigenous People (IP) leader visiting other IP leaders who are actively united to protect the watershed they live in), and sometimes landscape dialogues would play an extra amplifying role to complement this. The outcomes that were built on the capacity development initiatives under the program bare testimony of the impact they have.

It is clear that capacity development within the GLA partner organizations has worked well, and **that capacity development of, or with, external partners has been effective**. The contribution of GLA to the latter is clear for the initiatives that have been directly organized by GLA, however GLA has contributed to many activities as part of an alliance or coalition and in those "synergy outcome" cases the extent of the contribution is harder to assess. Contribution to capacity development may have gone beyond the outcomes planned in the ToC through synergies with other programs.

2 Policy

To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favor of GLA programme objectives?

Lobby and advocacy with **Government actors**: Overall GLA has engaged in effective lobbying, at times attaining sizable impact, at other times impact was impeded by external factors. In all cases observed contribution was significant, though not only attributable to GLA, but also together with allies and broader coalitions. The strength of these alliances has made the lobbying successful. It should finally be noted that partners have been able to continue lobbying on the momentum of previous campaigning started long before GLA (some of which in cooperation with the same NL-counterpart).

In Sierra Madre **private sector lobby** has largely yet to be explored by GLA, as most private sector engagement pertained to IP livelihoods.

Civil society campaigns have been effective in mobilizing the public for events, campaigns and the like. The impact on the greater goal of the campaign remains to be seen. Again, allies play a joint role in the contribution to the campaign outcomes.

3 Contribution

To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions? These core conditions are:

Contribution GLA PP to: →	security of land tenure, or access to land and resource use	inclusive decision-making on land use	nature based, sustainable approaches to management of forested landscapes
Through: ↓			
Awarded CADTs, CBFMAs and PACBARMAs			
Harmonization of land tenure policies			

- security of land tenure, or access to land and resource use
- inclusive decision-making on land use,
- nature based, sustainable approaches to the management of forested landscapes

Revised FPIC Guidelines and EIA Law or Administrative Order			
Multi-stakeholder forest management			
Inclusive livelihoods through multi-stakeholder partnerships			
Multi-stakeholder partnerships for community-based enforcement strategies			

4 Effectiveness of strategies

Which strategies were effective, which were not, why and what can be learned from this?

The lobbying strategies at policy level have not always had their outcomes (yet), but on the whole their strategies such as developing champions, collaboration for verified evidence, and many other activities GLA undertook were effective in building relationship, rapport and in some cases with the getting bills and ordinances passed.

Engaging in multi-stakeholder partnerships has also been an effective strategy towards the higher outcomes in the ToC, as illustrated by the stories related to ToC. Depending on the goal, partners would be strategically selected for their roles, mandate and possible contribution in order to maximize effectiveness.

5 Crosscutting: IP

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and indigenous people (IP) and/or for values of the GLA alliance such as climate resilience and biodiversity? To what extent and how has the programme contributed to changes in rights, benefits and participation of local communities, in particular for IP? What does this mean for the GLA and its country/thematic TOCs?

Overall, we can say that the GLA activities are centered around the needs of IP communities and other local communities in the Sierra Madre landscape. As the landscape ToC has been developed from the perspective to enable IP and local communities to sustainably care for the environment they live in, relevance is undisputable.

The only activities, of which direct relevance may come into question, do in fact provide other intangible benefits to the network and lobbying process or are in support of actors whom IP need to work with.

6 Crosscutting: gender

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA?

Throughout GLA, gender sensitivity is applied in design and implementation. Early on in the program the partners who were not up to speed in terms of gender analysis skills, were supported and in program implementation communities the same was done through gender orientation trainings. Some interventions were specifically gender related. Most of the GLA partner organizations were run by women and there is a high percentage of women working on the project, so internally GLA is setting an influential example.

Crosscutting: Other

Other cross cutting issues mentioned are the extent to

which GLA partners maintained or increased the civic space to be operational in their respective countries, and the extent to which synergies were created between GLA partners (North-North, North-South and South-South)

8 Sustainability

To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic ToCs and type of interventions?

Policy outcomes often face sustainability risks such as the turnover of government officials and the shrinking civic space at national level looming above them, which are also felt at local or regional level. In the Sierra Madre landscape, some outcomes mark the start or even the completion to a systemic change which are inherently sustainable. Examples of these are institutionalization of multi-stakeholder partnership/arrangements for enforcement, unplanned scale-up of certain activities by non-GLA stakeholders, and communities that undertake improvements and invest (independently) in changes to livelihood projects started under GLA.

9 Efficiency and governance

How useful and efficient were GLA governance structure, cooperation, coordination, PMEL and other programme approaches? What were best practices, and what can be improved? How flexible and adaptive was the programme, e.g. in adapting to changing contexts and civic space, and partner needs or learning? What have GLA partners done to maximize efficiency?

Some felt that the alliance could have been more efficient, if some processes and structures were streamlined among partners. Because of the nature of an alliance, internal systems and procedures differ from partner to partner, which makes it difficult to maintain certain standards which the GLA may want to uphold and facilitate coordination. The need for streamlining processes and policies (including maintaining management standards) was echoed in interviews and in the workshops, from both 1st and 2nd tier partners.

In terms of program Governance, the organizational culture of trust and openness was regarded as an absolute strength, contributing to flexibility, effectiveness and strong coalitions and related outcomes. There were voices for improvement of the organizational set-up and structure and the PMEL system could be used more effectively.

Appendix 4 Summaries of the thematic reports

1. Agro-commodities

This report presents the findings of the End Evaluation of the agro-commodities thematic programme of the Green Livelihoods Alliance (GLA). The GLA agro-commodity thematic area programme (hereafter referred to as "AGRO programme") intended to curb the negative impacts of palm oil, cocoa and soy on forests, biodiversity and people. The evaluation reviewed results for four AGRO policy outcomes, three learning questions, combined with a number of conclusions and recommendations. These can be summarised as follows:

Reviewing results for Policy Outcome 2: *At EU and international level, the financial sector is regulated to eliminate land grabbing and deforestation for agro-commodity expansion*, the evaluation observes that regulation of the financial sector at EU and international level to eliminate land grabbing and deforestation for agro-commodity expansion is a process that can be expected to take more time than five years. It also requires collaboration across stakeholders from different backgrounds (CSO, private, public, UN, EU, Southern, Northern). The evaluation concludes that significant steps have been achieved and that the financial sector becomes aware of the need for regulation, with changes in policies and practices already taking place amongst banks, insurance agents and pension funds. The evaluation confirms that the AGRO programme was a contributory cause and a vital part of causal factors that together produced the intended effect. Despite encouraging results, achieving the outcome of regulation of the sector will require ongoing efforts the coming years. Building on the momentum and updating the strategy vis-a-vis major Dutch banks could be part of this.

As for Policy Outcome 3: *The EU carries out an ambitious Action Plan to foreclose deforestation products on its market, including binding measures for trade and rules for the financial sector*, the evaluation concludes that GLA, in partnership with various actors, played a significant role in the process through which the EU (Commission and Parliament) decided to have an action plan which forecloses deforestation products on the EU market. Again, this required a collaboration across stakeholders from different backgrounds (CSO, private, public, UN, EU, Southern, Northern). Working first with a broad alliance of Dutch CSOs, afterwards together with Dutch Ministries, and finally as a concerted network in Brussels turned out to be an effective strategy. The evaluation confirms that the AGRO programme was a contributory cause and a vital part of causal factors that together produced the intended outcome

With regard to Policy Outcome 4: *The biofuel blending target in the EU is deleted as from 2021 and biofuel demand from the EU does no longer boost demand for agro-commodities*, the evaluation concludes that this outcome has been achieved to a large extent. The biofuel blending target in the EU is deleted as from 2021 and biofuel demand from the EU does no longer boost demand for agro-commodities. Again, working together with Southern partners and with coalitions of CSOs turned out to be an effective strategy. The evaluation confirms that the AGRO programme was a contributory cause and a vital part of causal factors that together produced the intended outcome.

For the last evaluated Policy Outcome 5: *More uptake and policy support for best practices, including conservation measures and social, environmental and corporate integrity safeguards within the actual bulk trade chains of palm oil, soy and cocoa* the evaluation concludes that over 2016 – 2020, the trade chains of palm oil, soy and cocoa in the EU increasingly show uptake and policy support for best practices, including conservation measures with social, environmental and corporate integrity safeguards. The pace of change might be considered as slow, but the trend in Europe is clearly towards making all three commodities working towards binding sustainability standards, including proof of deforestation-free production, by following new standards set in the round tables, monitors and platforms. The evidence collected by the evaluation for all three commodities illustrate how GLA, in partnership with various actors including Southern partners, worked in coalitions and applied various strategies. Also for this policy outcome the AGRO programme was a contributory cause and a vital part of causal factors that together produced results as reported in this evaluation.

The evaluation addressed three AGRO learning questions and made the following findings:

Learning question 1: *What were the most effective strategies in changing policies and practices and why?* Effective strategies seem to be characterised by a more realistic workplan and focus in general, while acknowledging each other's working style. For instance, addressing the financial sector in the Netherlands and the EU, together with likeminded partners, turned out to be an effective strategy, especially as it addresses norms and standards of the entire sector. Combining different core strategies from the three consortium partners worked sometimes in a synergetic way, for instance in the case of the speakers tour, but there seems to be more scope for joint projects in GLA II. It is recommended to work again on the financial sector in GLA II, thinking through how results can be reached at scale beyond the Dutch and EU financial sector. This will probably require more internal GLA human financial knowledge capacity to deal with financial sector issues.

Learning question 2: *How to best build the capacity of CSO partners and co-operate (S-S-N) on effective L&A in the agro-commodity sector?* Although this was not the focus of the present evaluation, the evaluation confirms that new financial and L&A capacities related to the international campaigning work have helped CSO partners to play a key role in the campaigns and bring in effectively the Southern perspective. The acquired skills and confidence have helped the CSO Southern partners from Indonesia, Cameroon and Liberia to continue their work in their own countries, tailor made to the context of their respective countries. This will be an asset for GLA II.

Learning question 3: *How has the GLA consortium supported their partners (and the communities they work with) against the criminalisation of the issue?* The report presents examples how this was done during the programme and recommends to continue to build on the emergent security practice from GLA I with careful risk assessment, Southern partners in the decision making position, and confirmed link with Dutch embassies.

Conclusions are provided in the last chapter on effectiveness, contribution, relevance, crosscutting issues, impact, sustainability, governance and efficiency. As for the three commodities palm oil, soy and cocoa: at EU level they each show their own dynamic, with a clear trend towards more sustainable and inclusive production systems - albeit sometimes at a slow pace, as illustrated in Chapters 4 and 5. The momentum for change is likely to continue, even if GLA would stop its contribution now, as the EU's Green Deal has changed the situation. Companies and financial institutions, at least in the Netherlands and a few other European countries, also seem to be convinced that deforestation-free production and respect for human rights should be the new standard.

The following recommendations are formulated for the AGRO GLA programme:

- Identify joint strategic action within the sphere of control;
- Consider a stronger role at the international level: "work on networks", building on results of GLA I such as in financial regulation, the EU deforestation action plan and uptake of best practice;
- Consider to provide an agro-ecology support function for GLA landscapes in GLA II;
- Consider to invest in agroforestry as a separate GLA thematic area, or an AGRO sub thematic area; and
- Be prepared for the effects of success.

In addition the following recommendations relate to GLA programme wide issues:

- Consider to combine commodity and landscape approach;
- Consider to integrate the AGRO thematic support with climate change efforts;
- Apply systemic change as part of a more integrated approach;
- Create space for slow but deeper thinking; and
- Create an action plan together with Dutch embassies, led by local organisations to deal with coercion tactics and threats to Environmental Human Right Defenders (EHRDs), with clear communication and an increased awareness of embassies to the possible risks that EHRDs may endure.

2. FLG

The Forest and Land Governance theme's long-term vision is that the three conditions needed to ensure the inclusive and sustainable management of forested landscapes are in place. These are 1) security of land tenure, and access to land; 2) inclusion in decision-making on land use by government

and the local and international private sector; and 3) nature-based approaches to the management of forested landscapes to add to their traditional, time-proven knowledge.

The ToC distinguishes four strategies:

- Ensure that international policies promote inclusive and sustainable forested landscape governance;
- Decrease illegal logging has been addressed;
- Ensure that certification of forestry, agroforestry, commodities and landscapes happens; and
- Mobilise public and private finance for inclusive and sustainable forested landscape governance.

In practice the programme hosted many projects, which can best be characterised as a living lab to test tools and practices. The focus of the evaluation was on three projects that seemingly were linked to each other on the issue of Community Forestry Rights (CFR). One project was implemented by Friends of the Earth International (FoEI) and aimed to lobby UN forums, such as the Convention on Biodiversity (CBD) and the World Committee on Food Security (CFS). This project also tried to ensure that grassroot organisations actively influence and participate in policy influencing at the international level, resulting in an international framework for CFR. A second project was financed by IUCN-NL, supporting regional meetings of IPLCs in search of securing land and resource use rights of their own territories (ICCAs¹) in South East Asia and in Latin America. The third project consisted of a CFR Review, implemented by TBI to identify the conditions and constraints of IPLCs, when they obtain their forest management permits.

With regard to effectiveness and contribution

1. *To what extent has the programme contributed to improved L&A capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to lobby & advocacy outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?*

FoEI has contributed to improved L&A capacities of its members on the topics of 1) Community Forestry Management and Agroecology, 2) 'financialisation' of nature and 3) gender justice. Its main approach has been that of experienced based learning trajectories, both during face-to-face meetings and online webinars and forums. These long term processes have helped FoE members to align their visions and principles and resulted in publications or press releases. They were shared during CFS sessions, CBD meetings and Conferences of Parties (COP). During these meetings FoE members were invited to share their experiences. One member of FoEI's Gender Justice Working Group (GJWG) has joined the Women Caucus of the CBD and on that behalf addressed a CBD meeting. In the meanwhile this group also contributed towards making FoEI's organisational structure gender sensitive.

FoEI has been able to strategically position itself as the technical facilitator of Working Groups (WG) of the Civil Society Mechanism (CSM), which represents grassroot movements and CSOs in the CFS sessions. FoEI's facilitation of the WG on Sustainable Forestry for Food and Nutrition Security and of that on Food Sovereignty, positioned them to share their experiences and to bring in their knowhow in these WG, in support of aligning the WG members. FoEI also became a strategic member of the CBD Alliance, a loose network of grassroot organisations and smaller NGOs.

The two regional ICCA meetings facilitated mutual exchanges between IPLCs in search for the legal recognition of ICCAs. In South East Asia, the meeting contributed to countries developing or strengthening their L&A strategies and to the emergence of a regional expert group on ICCAs. The meeting in Latin America supported the creation of ICCA contacts and networks.

Tropenbos' website shows the many results of the Community Forest Rights Review. National briefing papers were presented in national workshops and created some momentum for L&A, which will be followed up in the future programme.

2. *To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favour of GLA programme objectives?*

The following outcomes were obtained:

¹ "Territories and areas conserved by indigenous peoples and local communities"

1. The formalisation of Effective Area-based Conservation Measures (OECM) and ICCAs during CBD COP 14. However the most necessary contributions have been those of IUCN (Global) and the ICCA consortium, upon request of the CBD secretariat itself.
2. As the technical facilitator of the CSM WGs FoEI positioned itself strategically to support grassroot organisations and CSOs with the formulation of joint positions regarding community forest governance and agroecology. Although the CFS 44 platform session adopted recommendations made by the CSM, no mention was made of CFG and agroecology. A CSM recommendation to have a conference on the role of large scale plantations to food security and nutrition was accepted by the CFS, resulting in a follow-up event in 2019;
3. As of 2019, FoEI continued to support CSOs to come to a common position statement to influence the new Biodiversity Framework for the 2021-2030 decade of the CBD. Results obtained until today show changes in these frameworks and voluntary guidelines that align with the positions of FoEI and GLA. The many submissions and interventions and the various influencing processes behind closed doors makes it impossible to establish the contribution of FoEI. The CBD COP 15, meant to adopt the Framework, was reported to 2021 due to COVID 19; and
4. FoEI and the CSM have been influencing the CFS and the FAO to put the theme agroecology on the agenda. During the CFS 46 meeting the CSM, under the technical facilitation of FoEI, agreed on the main elements of the description of the term in these debates.
5. Increased international collaboration between FoE members and other civil society movements with likeminded visions, values and experiences.
6. Stronger collaboration between grassroot organisations who foster ICCA rights at the regional level in South East Asia and in Latin America.

3. *Which strategies were effective, which were not, why and what can be learned from this?*

The capacity development strategies that engaged FoE members in a long term learning process have been effective: However, these started at the beginning of the GLA programme and were the result of many different activities. IUCN-NL's support to the regional ICCA platforms in South-East Asia were a follow up to earlier meetings upon which GLA could build with support of other funding sources. The start of the CFR review by Tropenbos will possibly result in outcomes in the future programme.

With regard to relevance and cross-cutting issues

4. *In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), such as forest dependent people, local communities and indigenous people (IP) and/or for values of the GLA alliance such as climate resilience and biodiversity? To what extent and how has the programme contributed to changes in rights, benefits and participation of local communities, in particular for indigenous people (IP)? What does this mean for the GLA and its country/thematic ToCs?*

The draft of the new 2021-2030 Biodiversity Framework shows and increased recognition of the 1) contribution of IPLCs towards biodiversity outside the protected areas; 2) fact that different governance systems are possible to foster biodiversity, brought in by IUCN, such as governance by government (protected areas), shared governance, governance by private individuals or organisations and by IPLCs/ ICCAs; 3) need to ensure the participation in decision-making and rights over resources of IPLCs, women and girls than the previous one.

However, the main issue of concern of the CBD 2011-2020 framework has been its implementation at national level, suggesting that GLA could have increased the relevance of its programme for IPLC by lobbying for the implementation of this framework at the (sub)national level.

Within the CFS spaces, the role of forests, agroecology and industrial plantations for food security and nutrition has been tabled and informs the programmes of the World Food Programme (WFP), the Food and Agriculture Organisation (FAO) and the International Fund for Agricultural Development (IFAD). The multiple interpretations of the concept agroecology and its implementation in practice seemingly do not guarantee that IPLC's rights to natural resources, intellectual property rights (seeds) and endogenous knowledge of agroecology practices are secured; This may require additional attention in the future.

The regional ICCA meetings are relevant for IPLCs, whose grassroots organisations are members of the ICCA consortium. These meetings help IPLCs to voice their concerns, to organise themselves and to decide on their own future.

5. *In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA?*

Gender justice with regard to natural resources is increasingly being acknowledged and can be found in the reports, policy documents and programmes of the CBD and the CFS. The further operationalisation of these policies and principles will probably foster change at the (sub) national level. IUCN-NL's contribution to the ICCA regions has been directly relevant for Indigenous People's women in Bolivia.

For impact & sustainability

6. *To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions? These core conditions are:*

- *security of land tenure, or access to land and resource use*
- *inclusive decision-making on land use*
- *nature based, sustainable approaches to the management of forested landscapes*

As already mentioned both the CBD and the CFS foster the security of land tenure, or access to land and resource use for IPLCs, women and men as biodiversity and food and nutrition security strategies. They promote inclusive decision-making on land use and nature based approaches to the management of forested landscapes. The multiple interpretations of the agroecology concept in the CFS however remain an issue of concern, as well as the role of large scale plantations in biodiversity and food and nutrition security. Also the implementation of the CBD Biodiversity frameworks is an issue of concern. The CFS recommendations will orient the programmes of the three Rome based institutions (WFP, IFAD and FAO) in the long term.

At the international level, the Civil Society Mechanism of the CFS enables grassroots organisations to take part in decision-making on equal footing with other stakeholder categories. Their participation in decision making in CBD meetings is rather limited and only national government representatives are entitled to take decisions during the COPs.

7. *To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic ToCs and type of interventions?*

The most important risks that possibly affect the sustainability of the outcomes obtained by FoEI are:

- The adoption of the CBD Biodiversity Framework for the 2021-2030 decade during COP 15. The drafts texts are promising but still require their approval by Parties.
- The implementation of the CBD framework at national level, which until so far has been weak; and CSOs/grassroots organisations not influencing policies and practices at this level, and/or risking human rights violations.
- The extent to which nature based solutions have been fostered in the CBD and the CSM remains a question of concern with regard to large scale plantations supposed to contribute to Food Security and Nutrition; the "Financialisation of Nature"; greenhouse gas emission markets (offsetting); the 'corporate capture of agroecology' and greenwashing; and GMOs.

Other risks that influence the sustainability of outcomes are the resources needed to foster the relations with other CSOs and to constitute a kind of safety net for visions, values and experiences being fostered at different levels when funding of individual organisations will temporarily decrease.

3. JET

This report presents the findings of the End Evaluation of the Just Energy Transition (JET) thematic programme of the Green Livelihoods Alliance (GLA). The JET programme aimed to contribute to the effectiveness of a pro-people, inclusive and just energy transition, specifically considering gender and

vulnerable groups. The evaluation focused on a selection of the programme's outcomes, formulating conclusions on GLA's contributions and providing recommendations.

1 Sphere of Control

To what extent has the programme contributed to improved Lobby & Advocacy (L&A) capacities of CSOs and strengthening of other civil actors? Has capacity strengthening contributed to L&A outcomes? Which capacity development efforts were most effective, which were not, why, and what can be learned from this?

CSOs 1) strengthened their knowledge about main challenges and problems related to energy governance, and 2) strengthened their skills on coalition work, research, cost-benefit analyses, campaigning and lobby and advocacy through a series of international learning exchanges. The exchanges were also used to shape a shared vision on JET, and for the production of L&A materials: a set of videos was produced (in collaboration with another project). The various activities to develop the JET concept and build a vision on the international level also contributed to the partners' knowledge on these subjects.

Targeted communities have increased their awareness and knowledge on inclusive and just energy transition and the risks associated with exploiting (transboundary) oil resources. This was done by various community sensitisation efforts conducted by the partners in DRC, Nigeria and Uganda, making use of the videos produced after the learning exchanges.

Various studies have been carried out to support JET L&A efforts. Most of the reports have become available recently and benefit L&A efforts both in this phase of the JET programme and the next.

Both the learning exchanges and the international conference on JET in 2019 were considered to be useful capacity building activities by the participating partners.

2 Sphere of Influence

To what extent has the programme contributed to the development, adoption, and (improved) implementation of international, national and local policies and practices of public, private and civil actors in favor of GLA programme objectives?

Outcome under evaluation: CSOs achieve consensus on national agendas

Lobby and advocacy efforts were assumed to be more effective if CSOs speak with one voice, communicate the same messages, use the same methods of action, and have shared and complementary capacities. The JET partners confirm that working in coalitions has increased their effectiveness. In DRC, the SEPD coalition predates the involvement of the GLA. GLA contributed to its continuity. In Nigeria, ERA was the driving force behind the establishment of the Just Energy Transition coalition of Nigerian CSOs. GLA has therefore provided a necessary and sufficient contribution to this outcome. The coalition has come up with a common vision on which a large amount of consensus exists, according to the resource persons who were asked about this. This coalition is appreciated by those who take part, although there are worries about its continued existence if funding were to stop. In Uganda, although full consensus on national agendas on inclusive and just energy transition has not been achieved, the consensus that oil activities should be rejected in critical habitats is a relevant step. GLA's contribution can be considered as a contributing cause at the very least. The

GLA provided a sufficient and necessary contribution to the DRC-Uganda transborder coalition's continuity.

Outcome under evaluation: Best practices of community involvement in inclusive and just energy transition exist

The evaluation found various best practices in community involvement for an inclusive and just energy transition. In DRC, GLA applied various methods to reach communities and sensitise them to the importance of a just energy transition, reportedly increasing their awareness and knowledge on inclusive and just energy transition and the risks associated with exploiting oil resources. The partners report a wider community appropriation of the need for inclusive and just energy transition, which is demonstrated by the collection of signatures against oil exploitation. This appropriation is groundwork for the community to be able to take further action and to become engaged in mobilisation against fossil developments and in favour of renewable energy. In Nigeria, GLA has been able to reach their targets in reaching communities to sensitise them to a just energy transition, which is

contributing to the groundwork necessary to mobilise communities to become active in inclusive and just energy transition. GLA has also involved communities in the Ogoni clean-up by training them to monitor the process. GLA has provided a necessary and sufficient contribution to the Ikebiri community's court case against Eni in the Italian courts, demonstrating a successful way to obtain justice for oil-affected communities. In Uganda, GLA contributed to create various examples of how community can be involved for an inclusive and just energy transition. Activities to increase awareness and knowledge on inclusive and just energy transition were the first step, expanded by a visioning activity that guided communities in making their own decisions on what alternatives best fit their needs. A large share of the outcomes achieved built on community involvement (including women's and youth groups), and communities crowdfund amongst themselves to be able to purchase solar lighting one home at a time. Community mobilisation was also used to contribute to the third outcome that was evaluated, on delaying or halting oil projects. This is described in the next section.

Outcome under evaluation: New or existing oil exploration and extraction projects are delayed or halted (due to community mobilisation)

GLA's contribution is hard to establish due to the complexity of the issue. In DRC, the GLA has managed to mobilise a large number of citizens to speak out against new oil exploitation in the Virunga and Solonga national parks. In Uganda, GLA employed various activities to delay or halt new or existing oil exploration and extraction processes through community mobilisation. It provided a necessary contribution to a global campaign which was successful in stopping the licensing process of the Ngaji block in 2017, delaying the government in their efforts to attract bidders for the block for an undetermined amount of time. For the land acquisition for the oil refinery project in Kabaale, Hoima, AFIEGO supported communities in their rejection of inadequate compensation for a long time. These communities had to resist heavy pressure from the government, and ultimately took compensation in 2018. There are several other, non-compensation related factors that contribute to the ongoing delay of the project. The rejection of Tilenga's ESIA report by empowered communities was a relevant step which may have led to some improvement of the mitigation measures in the ESIA certificate. The mitigation measures remain inadequate, and other strategies are now employed (i.e. the Total court case) to protect the ecosystem. In Nigeria, various community mobilisation efforts (including the Eni court case and the training of independent monitors mentioned under the previous outcome) may have contributed to this outcome, but their contribution to this outcome is part of a pathway that fell outside the scope of this evaluation.

3 Sphere of Interest

To what extent and how have the achieved outcomes contributed to the GLA core conditions for better sustainable and inclusive governance of forested landscapes? What worked, what did not work? What does this mean for the GLA ToC and its assumptions?

These core conditions are:

- security of land tenure, or access to land and resource use
- inclusive decision-making on land use,
- nature based, sustainable approaches to the

Security of land tenure / access to land and resource use

This core condition was not an explicit part of the JET ToC, but the JET activities linked to this core condition in four ways:

1. Advocating the use of fuel-efficient cookstoves, reducing communities' dependency on resources (DRC, Nigeria and Uganda)
2. Sensitising communities to their land rights and supporting them to resist unfair compensation (Uganda)
3. Carrying out L&A work to speed up judicial processes on land rights hearings (Uganda)
4. Supporting communities to sue for clean-up and compensation for damage to their land (Nigeria)
5. Work to protect land from fossil developments (DRC, Nigeria and Uganda)

Inclusive decision making on land use

Community mobilisation to engage and demand for an inclusive and just energy transition was at the core of JET's ToC. This included work to increase communities' knowledge of the risks associated with

management of forested landscapes

exploiting oil resources, and work to facilitate that the communities' stances were taken into account in decision making processes.

Nature-based sustainable approaches to the management of forested landscapes

This core condition is embedded in the JET ToC through the pathway on delaying or halting oil projects. The JET Inception Report explains the relevance of oil to forested landscapes as follows: "Landscapes rich in valuable natural resources, such as oil, forested and associated water-based ecosystems (lakes, mangroves) are at risk of degradation and pollution by exploration and exploitation of oil, through deforestation for installations/pipelines, oil spills, and gas flaring". It should be noted here that only part of that JET's work on this topic was part of the evaluation (which is limited to the efforts that involved community mobilisation). Secondly, the JET programme worked on this core condition by promoting more sustainable energy alternatives, such as solar energy and energy-efficient cookstoves, which reduces communities' dependence on firewood.

4 Effectiveness of strategies

Which strategies were effective, which were not, why and what can be learned from this?

Effective strategies included the learning exchanges, which linked CSOs in countries where oil exploitation is (relatively) in its infancy to CSOs in countries that have built up experience on the issue. It provided them the opportunity to exchange on the problems they work on, and on successful L&A methods and campaigning tools. The video production was also an effective strategy. It made the messages that the partners wanted to share more accessible to communities. Thirdly, the strategy where a local community sues an oil company in their home country's court (as in the Ikebiri case) also proved effective.

Hurdles to effectiveness included a lack of action from the government. In Nigeria, a bill for renewable energy got stuck in parliament. In other cases, agreements that have been signed by the government are never implemented. A second hurdle was that the equipment for renewable energy is not always of sufficient quality.

The evaluation provides an overview of the assumptions made at inception that were confirmed, challenged or neither.

5 Crosscutting: Local communities

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of our constituencies (legitimacy), in this case local communities? To what extent and how has the programme contributed to changes in rights, benefits and participation of local communities? What does this mean for the GLA and its country/thematic TOCs?

Working with and through local communities has been at the core of the JET approach, as demonstrated in its ToC. For conclusions, we refer to the section "Best practices of community involvement in inclusive and just energy transition exist" under Evaluation Question 2.

6 Crosscutting: Gender

In what way are the achieved outcomes relevant or significant (or not) for the needs and interests of both men and women? To what extent and how has the programme contributed to changes in rights, benefits and participation of women within each of the three core conditions of the GLA?

Gender is specifically considered in JET's long-term envisaged impact. This is not immediately apparent looking at the pathways in the JET ToC leading up to the long-term impact: gender only makes an appearance in the outcome "A coalition of CSOs on energy transition is established and includes women organisations". The lack of explicit mention in the ToC does not mean that gender was not on JET's agenda. The partners report various intentions and activities on gender (with varying levels of specificity). AFIEGO, Milieudefensie and FoEI were most explicit in their gender activities, with AFIEGO working closely with women at community level, and Milieudefensie and FoEI playing an active role in developing the concept of a feminist Just Energy Transition. Embedding JET's gender ambitions more explicitly and specifically in the ToC may

help to achieve and demonstrate a contribution to women's participation in the GLA's core conditions.

8 Sustainability

To what extent are the outcomes of the GLA expected to be lasting? Why or why not? What does this say about the GLA and country/thematic ToCs and type of interventions?

For most of the outcomes achieved, the evaluation did not find reasons to assume that they would not last. In other words: the majority of the outcomes is expected to last. Two main risks to the sustainability of the outcomes were identified: 1) The established JET coalitions may become inactive without sustained external funding. The cross-border coalition between Uganda and DRC has always been supported by IUCN NL since its beginning. Member organisations of the Nigerian coalition also expressed their concerns on whether the coalition would sustain without project funding. 2) Governments may decide to bring their oil exploitation ambitions back to life. The Ugandan government has indicated that they remain interested in the development of oil projects. The government of DRC only halted its intention to allow for oil exploration and exploitation within the current boundaries of the Virunga National Park, and no formal decision has been made to stop or continue with efforts to resize the protected area in favour of oil exploration and exploitation.

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