Catalysing private sector investment in sustainable forestry and land use

Lessons from evidence and emerging practice

A Synthesis Report

Authors: Jan Joost Kessler and Valerie Nelson

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LTS International Limited (UK)
Pentlands Science Park
Bush Loan
Penicuik
Nr. Edinburgh EH26 0PL
Scotland

📞 (+44) 131 440 5500

📠 (+44) 131 440 5501

@ mail@ltsi.co.uk

🐦 @LTS_Int

www.ltsi.co.uk

Registered in Scotland Number 100833

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1   Key Messages

➤ Market demand for sustainable forestry and agriculture is growing, alongside international and national initiatives to facilitate a more enabling context for forest protection and restoration. Private finance and donors can play a role in unlocking finance through curating, testing and supporting the scaling of new business models and investment funds.

➤ The theory of change for Partnerships for Forests starts with the development of (public-private-civic) Forest Partnerships to catalyse private sector investment in sustainable forestry and land use. The grants and technical advice from the P4F, creates partnerships which deliver initial finance to test and commercially scale new business models. In turn, this leads to changes amongst producers, catalyst companies and value chain actors, and landscape stakeholders, and benefits for these actors. With effective scaling and systemic changes, the latter facilitated through enabling conditions and demand side measures, this will contribute to reduced forest degradation and deforestation.

➤ However, in seeking to realize the theory of change there are several risks and challenges, and potential for undesirable effects, given the complexities involved. At-risk assumptions of the theory of change include: the sufficiency of the magnitude of incentives for smallholder producers to sustainably intensify production and receive additional benefits and also refrain from forest encroachment; the business case for catalyst and mainstream companies to shift to sustainable production and forest protection; and the existence and efficacy of conditionalities and mechanisms linking incentives to forest protection goals. The socio-legal mechanisms which underpin Produce-Protect dynamics require action-research and evaluation, because there are risks that they are ineffective and Produce-Protect dynamics lead to negative forest outcomes.

➤ Success for Forest-Landscape, forest-based value chain and restoration initiatives is highly context-specific. Simplistic notions of scaling through replication are inappropriate. Tailored approaches are required, although learning between initiatives can support lesson-learning. Investment in developing landscape actor capabilities, networks and collaboration is a priority. Emerging success factors include: Strong producer organizations; Provision of sustainable production services to producers; Adequate levels of land tenure security; Market rewards for sustainable production; Effective, equitable forest-landscape governance systems; Real-time monitoring and learning for adaptive management (forest cover and encroachment, and key livelihood, social and environmental issues); Effective disincentives for non-compliant producers with respect to forest protection legislation, sustainability standards and buyer compacts.

➤ Forest-Landscape-based approaches combine different elements: sustainable intensification and crop/livelihood diversification; development of multi-stakeholder and multi-scale governance systems to enable Produce-Protect and restoration approaches to be implemented effectively, support for the development of high, value and low intensity forest product value chains to add value to the standing forest, and associated enabling conditions and demand-side measures. P4F is demonstrating innovative approaches to bring these elements together. However, evaluation is needed to assess if these combined components materialize, and under what conditions, and if they lead to desired forest and development outcomes.

➤ While scaling may involve crowding in from other companies, who follow the lead of catalyst companies, transformational change also requires action on systemic issues, such as changes in global and national policies and regulations, to tackle the root causes of deforestation. P4F could benefit from a more explicit strategy on transformational change for targeted sectors and/or landscapes.

2   Introduction

There is increasing consumer and corporate awareness of the need for and opportunities in sustainable agricultural and forest-based production, including deforestation free agri-commodities such as palm oil, soy, cocoa and rubber. Similarly, investors seek opportunities for forestry investments which have fewer associated risks. There are international and national initiatives to advance policies and regulations to tackle deforestation (e.g. moratoria, REDD+ policies, sustainable production standards, etc.). However, markets generally fail to attach a value to the social and environmental benefits that forests provide Business models are needed, which are based upon sustainable production of agricultural and forest products. Support is required to enable the development of proof of concept of these business models and to facilitate the commercial scaling up of sustainable value chains.

Partnerships for Forests (P4F) aims to catalyse investments in which the private sector, public sector and communities can achieve shared value from sustainable forestry and land use. By creating market-ready 'Forest Partnerships' (FPs) that offer an attractive balance of risks and benefits for the private sector, public sector and communities, the programme aims to mobilise significant private sector investment. The P4F Programme has developed three intervention strategies, which are related to different stages of the Forest Transition Curve, moving from intact forests (strategy 1), to farm-forest frontiers and degraded forest (strategy 3) (see Figure 1). P4F strives to demonstrate its ability to incubate solutions that address the full scope of the Forest Transition Curve.

Figure 1: P4F Strategic intervention strategies

The Evaluative Learning team, which aims to support adaptive management by the P4F programme, conducted thematic studies for each of the three intervention strategies, to assess existing evidence in secondary literature on related interventions, the opportunities, challenges and success factors involved, and to draw lessons from an analysis of the P4F project designs and early implementation, informing further design and adaptive management. Finally, the identification of key insights and lessons is shared in this synthesis document to inform the wider community of practice in sustainable forestry and land use. The methodology to conduct the thematic studies (Figure 2) has 6 distinct steps, which assures taking into account existing knowledge from international literature (steps 1 and 5), a broad and a detailed assessment of existing P4F experiences (steps 2 and 4), the development and testing of an assessment tool (step 2) and drawing of relevant lessons (step 6).

Figure 2: Methodology with 6 steps applied in the thematic studies
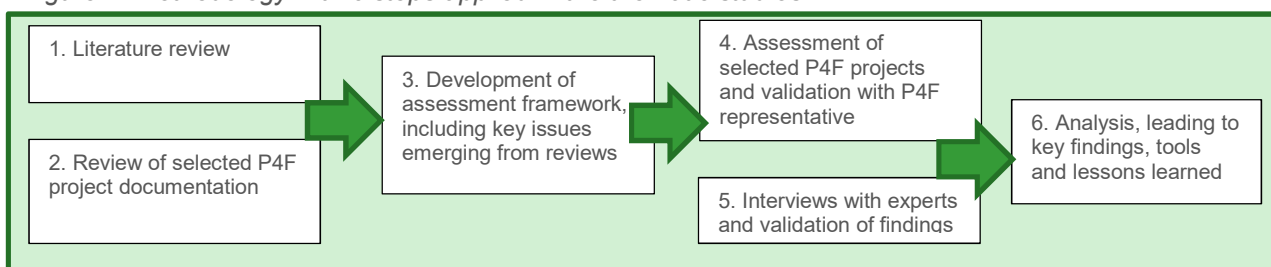
This paper synthesizes the results of these three thematic studies: High Value, Low Intensity Sustainable Value Chains; Produce-Protect Mechanisms; Restoration, distilling the insights and tools of relevance to the P4F programme and wider community of practice. Intended users of the findings include the P4F programme, donors, catalyst companies and the wider communities of practice working on sustainable trade and forest-landscape governance.

The Partnerships for Forests Theory of change

The P4F programme operates at the interface between forest landscapes, value chains / sectors that extract resources from these landscapes and the enabling context (governance, markets) (Figure 2). In theory, there should be a return of financial flows along the value chain back to landscape actors for landscape management. Communities are embedded in the forest landscape and may be affected by and/or participate in value chains and forest governance, with varying terms of integration and agency.
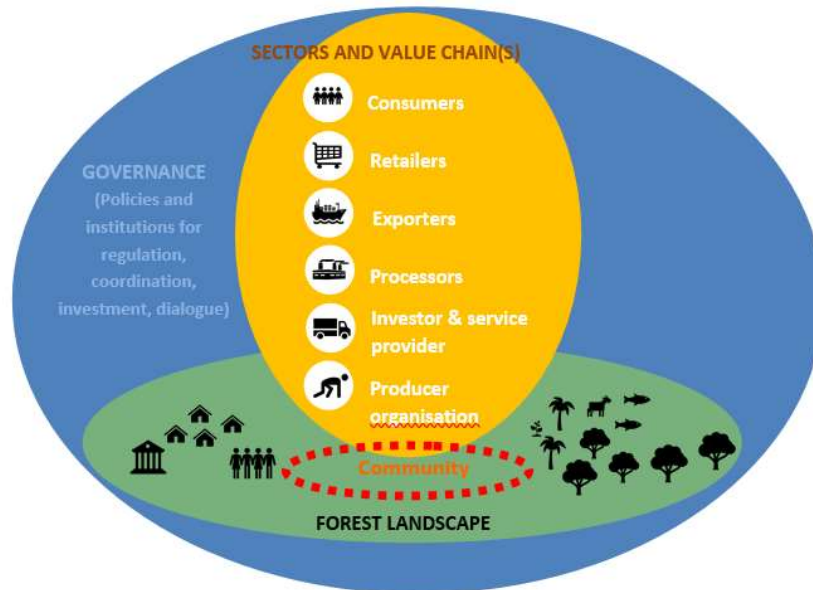

Figure 3: The P4F intervention strategies at the interface between landscapes, value chains and governance context

The Partnerships for Forests Intervention Strategies

An overall programme theory of change has been developed, which encapsulates projects within the three intervention strategies identified by P4F, as well as Enabling Conditions (EC) and Demand Side Measures (DSM) (Figure 4). P4F seeks to mobilize private investment for sustainable forestry and land use based on the feasibility of proposed business and investment models. The finance can be direct (i.e. coming from value chain companies) or indirect (e.g. from institutional investors via newly established finance mechanisms).

P4F supports the development of Forest Partnerships (FPs) to pilot and prepare for commercial scaling new business propositions. Catalyst companies often take a lead in driving the development of such Forest Partnerships. Grants and technical support are provided to catalyse partnership development and to unlock finance. The FPs can be clustered into 3 types of strategic intervention: (1) High Value, Low Intensity Value Chain Development to add value to standing forests, (2) Produce-Protect Mechanisms in Forest-Landscape Initiatives, and (3) Restoration initiatives on degraded lands. There is also support for measures aimed at improving Enabling Conditions or at Demand Side Measures, to support business models for more sustainable forestry and agriculture, at global, regional, or national levels.

Figure 4: Partnerships for Forests Programme Theory of Change
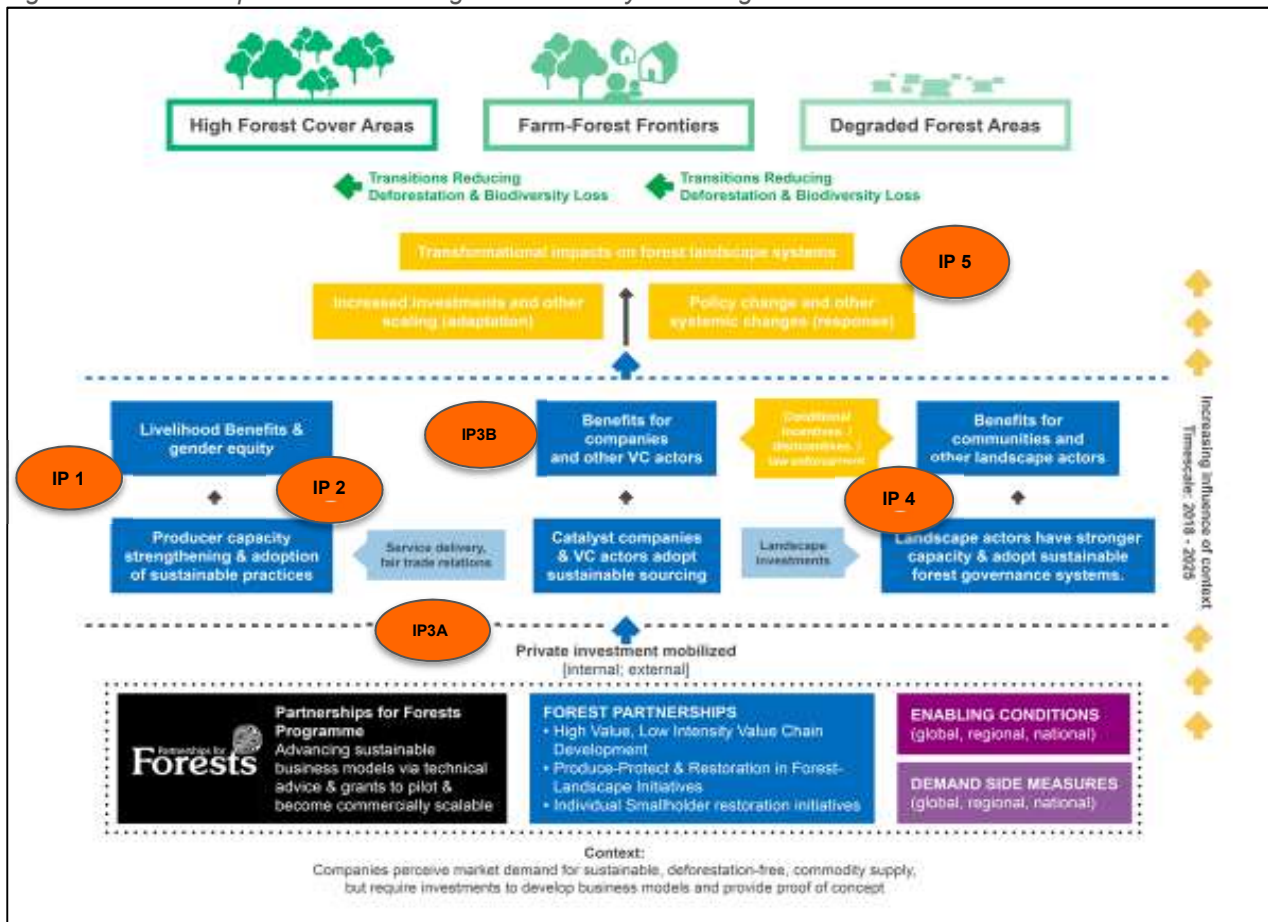
Impact Pathways for Sustainable Forestry and Land Use and Lessons

The theory of change anticipates the P4F supported Forest Partnerships, and associated Enabling Conditions and Demand Side Measures, to bring about changes in the *capacity* (including finance) and *behaviour* of three sets of actors, which in turn generates *benefits* for these actors. The anticipated changes can be illustrated as impact pathways, forming part of the overall programme theory of change. Five impact pathways (IP1 to IP5 in Figure 4 above) have been identified and these are presented below, followed by a set of key insights (in numbers) and lessons (in italics), as emerging from the thematic studies. They include:

➢ Impact Pathway IP1: Targeted producers' performance and livelihood benefits
➢ Impact Pathway IP2: Targeted producers' organisations as viable business units
➢ Impact Pathway IP3A: Catalyst companies and other value chain actors and their business benefits
➢ Impact Pathway IP3B: Service providers (including financial actors) and their business benefits
➢ Impact Pathway IP4: Forest / landscape actors and governance systems at different scales
➢ Impact Pathway IP5: Enabling conditions to support scaling and systemic change

Each of these impact pathways is detailed below, with associated insights and lessons from the analysis of the wider secondary evidence and the emerging practice in the P4F Programme.

Impact Pathway 1: Targeted producers' performance and livelihood benefits

1. Capacity →	2. Practice →	3. Early benefits →	4. Later benefits
• Access to knowledge • Access to finance • Access to inputs • Access to social services • Access to carbon credits	• Improved seeds • Fertilizer / pesticide use • No deforestation • Pruning • Inter-cropping	• Yield • Profit from specific crop • Land productivity • Labour productivity • Quality of social services • Participation of women and social groups	• Equitable financial benefits • Non-financial benefits • Land sustainably managed, restored or protected

Insights and lessons from thematic studies

1. P4F interventions are usually based upon packages of support and incentives for (smallholder) producers, focusing upon agricultural intensification (including production, aggregation, processing), land restoration, conservation and/or income diversification. Depending upon the local forest and land use context and the starting point position on the forest transition, the focus ranges from support for producers to generate income from forest products thereby increasing the value of the standing forest through intensification of production from commodities directly associated with deforestation (e.g. through increased yields and quality, improved market access, possibly premium prices) to making restoration a profitable business case for landowners of different sizes. Several projects also aim to generate other livelihood benefits, both financial (e.g. income diversification, carbon credits) and non-financial (e.g. social services, improved land tenure, access to ecosystem goods and services). This is important as, in many cases, the increase in incomes from the target commodity (e.g. illipe nuts, or cocoa) will not be of a sufficient magnitude to motivate producers to adopt land or forest protection practices.[1]

These activities for generating additional benefits (e.g. carbon credits, social services, alternative livelihoods) are in most cases not yet being implemented, and so it is not yet clear to what extent these additional benefits, combined with the target commodity-related income increases, will be enough to motivate smallholder producers to change their practices towards the more sustainable desired ones.

2. Land and tree tenure security is one of the most important assumptions for successful P4F interventions at the level of private landowners and communities. Strong evidence exists to suggest that land tenure, tree ownership and community forest rights are fundamental pre-conditions for successful land management interventions. Addressing these issues in responsible business investments, including through landscape-based approaches, requires urgent engagement and investment in land governance and community empowerment, including from governments and civil society.

While these issues are generally "on the radar" of P4F projects, there is a lack of documentation on and potentially attention to the security of community land and tree tenure, which should underpin responsible and sustainable business investments.

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[1] For example, in the cocoa sector, the cocoa price and the premium represents only about $50 per year per family, thus additional benefits are required to motivate producers to comply with sustainable land management practices.

Impact Pathway 2: Targeted producers' organisations as viable business units

1. Capacity →	2. Practice →	3. Early benefits →	4. Later benefits
• Management skills • Governance skills • Service provision to members • Marketing skills • Capacity to negotiate contracts	• Democratic governance • Quality of operational and financial management • Quality service provision • Marketing of products • Participation in dialogue	• Viable membership • Inclusive membership • Viability of organisation • Fair trade relations with VC actors • Agency at sector / landscape level	• Access to markets • Organisational profits • Level of satisfaction members

Insights and lessons from thematic studies

3. In order to access services and markets, have bargaining power and possibly form partnerships with private companies, it is important that producers are organised into viable business entities, for trade in forest products, agri-commodities or restoration activities. Partnerships could have different organisational structures, for instance cooperatives, contract farming, and community-based groups. Producer organisations in forest areas are particularly challenging, as producers may be highly dispersed. There are risks of producer organisations collapsing due to elite capture, poor service delivery or mismanagement. To be effective, producer organisations need to prioritise their governance, service delivery to members and access to finance and support for capacity strengthening is likely to be necessary. Also, producer organisations should have the capacity to bargain effectively on price and market access, and to represent their members through participation in landscape level multi-stakeholder platforms.

Within the P4F programme, there is often a lack of information and analysis on the advantages and disadvantages of different types of producer organisation which could be supported and on the capacity of existing producer organisations, for example the extent to which they are well governed, provide their members with good services, and are able to effectively and fairly manage revenues arising from P4F support. Also, few P4F projects include plans for capacity building of producer organisations, yet the evidence suggests that capacity strengthening is likely to be necessary for success.

Impact Pathway 3A: Catalyst companies and other value chain actors and their business benefits

1. Capacity →	2. Practice →	3. Early benefits →	4. Later benefits
• Capacity to set fair prices, trading relations, and contracts • Capacity to add value • Capacity to be transparent • Capacity to be accountable • Capacity to be inclusive	• Partnerships based on shared interests • Fair prices, contracts and trading practices • Participation and investments in sector + landscape governance • Transparency on profits and forest protection	• Improved access to markets • Reduced business risks • Agency at sector/landscape level • Enhanced environmental and social values • Business models are inclusive	• Level playing field in sector /value chain • Profitability for VC actors • Reputation • Cost reduction • Security of supply

Insights and lessons from thematic studies

4. The P4F programme is designed to incentivize private sector investment by demonstrating the proof of concept of new business models and helping to prepare these for commercial scaling. The business models and investment propositions being catalysed are expected to generate changes in capacity (including knowledge and skills, access to finance etc) leading to changes in practices and demonstrable business benefits for companies, local producers, communities and landscape actors. Private sector investment is anticipated to create incentives and fund support to producers to shift toward more sustainable production practices (e.g. through access to markets and service provision) and incentives and support for improved forest landscape governance (e.g. through participation in and support to forest management boards). Partnerships or trading relations with producer organizations are expected to be based on shared interests, include principles of fair trading, transparency and accountability. Applying these principles is expected to generate benefits for the catalyst companies and value chain actors involved, in terms of improved market access, reputation and reduced risks from social and environmental impacts.

The anticipated changes in capacity and practices and the different types of resulting benefits for private sector actors involved in P4F projects are not made very explicit, nor are the underlying assumptions.[2]

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[2] See for instance the following report for a classification of different types of business benefits from participation in voluntary sustainability standards: https://www.standardsimpacts.org/resources-reports/aidenvironment-report-business-benefits-using-sustainability-standards-meta-review

Impact Pathway 3B: Service-providers (including financial actors) and their business benefits

1. Capacity →	2. Practice →	3. Early benefits →	4. Later benefits
• Capacity to provide services • Capacity to reach different social groups (including gender)	• Quality of services (knowledge, inputs, finance) • Accessibility and reach of services	• Producers procure and adopt the provided services • Positive business case for service providers	• Profitability for service providers • Satisfaction of producers on services received

Insights and lessons from thematic studies

5. New financial models are required to support smallholder engagement in sustainable forestry and land management or restoration. For example, financial models and incentives are being developed by P4F to generate short-term benefits for landowners who have invested in restoration, while not compromising upon the need for long-term forest and land rehabilitation. One example is a financial model which involves a commercial forestry company establishing a smallholder timber contract production schemes, with services provided to participating farmers. There are risks that farmers will not have sufficient incentive or capacity to wait for benefits and will cut trees early. A second model is the scaling-up of provision of credit to individual farming households contingent upon the adoption of climate smart agriculture practices. Extension advice is provided to the farmers by intermediary organisations. In both of these examples, the proposed business model does not include a linkage to wider, participatory, landscape governance and land use planning processes. However, this presents the risk that the cumulative changes in practices of smallholder farmers may generate outcomes at landscape scale with negative forest-protection related outcomes. Contingent credit approaches require land tenure security for smallholders and the provision of tailored extension services from intermediary organisations i.e. blanket recommendations are not advised.

There are promising financial models advocated by P4F of which good monitoring will be useful to collect evidence of success, and understanding of the success factors in order to allow scaling.

Impact Pathway 4: Forest / landscape actors and governance systems at different scales

1. Capacity →	2. Practice →	3. Early benefits →	4. Later benefits
• Capacity to engage in multi-stakeholder dialogue • Capacity to agree on sustainability goals and action plan • Law enforcement capacity • Community empowerment • Capacity on forest monitoring, including community involvement	• Balanced decision-making • Agreed landscape level vision, shared goals and action plan • Forest monitoring • Fair contracts or agreements with provisions on forest protection • Law enforcement / sanctions in case of non-compliance	• Effective implementation of landscape plans • Credibility of forest monitoring • Equitable benefit sharing at community level • Improved legal compliance • Improved compliance with agreed provisions in contracts with producers	• Access to ecosystem goods and services for landscape stakeholders • Area of protected forest • Level of satisfaction amongst landscape actors

Insights and lessons from thematic studies

6. Some P4F supported projects operate at the landscape level, or are expected to have an impact at the landscape scale, and thus have forest landscape governance as a key focus.[3] Interventions can include three inter-related levels of governance: community forest management structures, landscape management systems, and jurisdictional (administrative) levels. At each of these levels, equitable participation by diverse stakeholders is important, especially of local community representatives, but in many cases power inequalities prevail and there are risks of elite capture and land conflicts. In some cases, community-based land and forest management organisations are already existing, or landscape level boards and multi-stakeholder platforms have been established. New models are being explored which can support landscape-scale law enforcement. These should be based on principles of participation, inclusiveness and accountability.

It is often unclear from the available documentation whether forest-landscape governance structures, whether at community- or multi-stakeholder scales, are functional and effective, and to what extent these require capacity strengthening. For successful forest-landscape governance, it is anticipated in P4F projects that catalyst companies will significantly contribute to landscape governance structures and systems, but it is often not clear to what extent they are expected to do so, over what time period and whether their support will be effective and appropriate.

7. In terms of landscape governance, it is important to establish effective monitoring and learning systems to provide real-time feedback for adaptive management of landscapes.[4] There is limited evidence available to date to demonstrate that landscape approaches, catalysed by market forces and corporate engagement, work in practice, as they are relatively new. In addition to on-going monitoring forest cover and encroachment, there is a need to analyse the root causes of forest encroachment and to design landscape responses accordingly. Each landscape has a unique context and constellation of actors and institutions and is continually evolving. Social learning approaches will be valuable to allow diverse values to be communicated and considered, and for the joint identification of problems, and formation of tailored, local responses. While monitoring forest cover and encroachment is a priority, social issues should also be monitored in a holistic manner. Credible forest monitoring systems requires independent verification (by third parties).

It will be important for P4F to support landscape level monitoring with adequate resourcing, if only to validate whether interventions contribute to reduced deforestation. For instance, in Ghana a national forest monitoring system exists, but its current functionality seems to depend on donor support, and there is no evidence of independent verification.

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[3] Landscape governance capacity can be defined as the collective capabilities of actors to govern their shared landscape from an integrated perspective, in view of shared concerns and goals (van Oosten et al., 2016).

[4] See for instance the recent publication by WWF: credible assurance at a landscape scale (2019)

Box 1: Linkages between benefits from sectors / value chains and forest governance / protection

Benefits for producers and value chain actors →	Causal Linkages	Benefits for landscapes and ← landscape actors
Value Chain Actors • Reduced risks • Improved reputation • Cost savings • Security of supply • Access to markets • Profits by company **Producers** • Access to markets • Viable producer organisations • Livelihood diversification and income	• Conditional market incentives (e.g. premiums) • Conditional management contracts • Traceability systems focused upon no-deforestation • Improved law enforcement • Forest and landscape management agreements • Buyer compacts • Conditionality of access to credit	• Access to and distribution of ecosystem goods and services for landscape stakeholders • Area of forest under protection based on contract • Level of satisfaction by landscape actors

Insights and lessons from thematic studies

8. The aim is to motivate a shift in the practices of producers and other value chain actors towards forest protection. To do so, the balance of benefits and costs should be positive and causally linked to sustainable forest management practices and disincentives if the set conditions are not complied with. If incentives and resulting benefits are not of sufficient magnitude and other factors shaping decision-making are not addressed, producers may adopt other, more attractive, income-generating opportunities, some of which may involve deforestation. For producer support to lead to forest protection, there are three key factors: i) the conditionality of incentives on forest protection, ii) appropriate disincentives and iii) a favourable enabling environment. Disincentive-based mechanisms could be fines and penalties for non-compliance with legislation based on credible monitoring. The specific socio-legal mechanisms and tools to facilitate these linkages and conditionalities include the following: conditional market incentives, improved law enforcement, forest and landscape management agreements and others (see above).

While in some cases innovative mechanisms to link producer benefits with forest protection are being explored , in many P4F projects there is a lack of information on the nature and effectiveness of the proposed or existing mechanisms.

9. There is also evidence that agricultural intensification can lead to increasing forest clearance or degradation, driven by market opportunities and attractive prices for agro-commodities. Potential risks include the following: expansion of cropping area (at the expense of forest, or a transition from agroforestry to monocultures); migrants entering the landscape attracted by project incentives; displacement of production to neighbouring areas and jurisdictions (leakage), poor law enforcement. Mitigation measures, trade-offs analysis and robust monitoring are required to manage these risks. Restoration activities can also lead to increased pressure if new crops or tree products are harvested too rapidly.

A key lesson is that the risks of incentives and market support leading to more pressure on forest resources should be assessed at early stages and mitigating measures proposed if needed.

Impact Pathway 5: Enabling conditions to support scaling and systemic changes at value chain and landscape level

1. Capacity →	2. Practice →	3. Early benefits →	4. Later benefits
• Capacity to regulate • Capacity to coordinate (national sector, multi-scale) • Capacity of social learning • Capacity to generate revenue and reinvest in sector / landscape	• Revenue generation and reinvestments realised • Functionality of investment mechanisms • National policies to enhance law enforcement • Transparency and accountability in decision-making	• Effectiveness of policies • Effectiveness of social learning • Transformative / systemic changes	• Scale of target groups reached • Scale of area under sustainable management

Insights and lessons from thematic studies

10. Scaling of new business models is unlikely to occur through simple replication. All landscapes vary and so it is more appropriate to focus upon how individual catalyst companies or other actors could adopt and adapt effective design and implementation approaches, drawing on good practice principles, and how other companies may 'crowd in' to the market, following the new business and investment models which have been shown to have been successful. Given the complexity of the causes of deforestation, it should be recognized that achieving successful initiatives will not be easy, especially at landscape level. Successes to date tend to be localised and to arise from tailor-made approaches and long-term engagement processes. However, initiatives can be established with sequenced phases and funding sources – donors have a key role to play in catalysing such initiatives. Meso-scale governmental organisations can be key partners in achieving change in specific landscapes and jurisdictional approaches suggest a means of engaging provincial and district entities, but these require sustained political buy-in and championing.

P4F has ambitions to realise impact at scale, but it should clarify that scaling is not simple replication. P4F already has a strong focus on enabling conditions and demand side measures which can facilitate new financial flows and business model commercial scaling. However, the effectiveness of the measures being facilitated are highly context dependent and therefore require social learning and tailor-made approaches, with enabling conditions being addressed in a systematic fashion, either by the P4F projects and/or by other actors in the landscape or globally. Monitoring and learning on the effectiveness of enabling conditions measures is therefore important. Meso-level non-governmental organisations can be instrumental partners in ensuring that approaches adequately address local policy and sociocultural contexts, and facilitate effective representation and communication of values by indigenous peoples.

11. Systemic changes, are those with target key root causes of a problem (in this case non-sustainable forestry and land use management) and that therefore create wider ripples of change throughout a system, often going beyond linear processes, to change that is amplified through feedback loops, but that is often unpredictable. P4F is seeking to support for business models which disrupt existing markets, changing the nature of the competition and catalysing others to respond or to be forced out of business. This goes beyond a simple 'crowding in process', but it may mean significant changes in the business models of other companies and in some cases, a shift away from an incumbent and damaging industry, such as palm oil to other types of forest restoration and use. Systemic changes require not only changes in behaviour of a significant kind, but also reforms to enabling conditions. such as: improved stakeholder dialogue and collaboration, social learning amongst stakeholders, changes in corporate and public policies and regulations and systems and capacity for implementation and the creation of new governance structures and conditionalities P4F has good opportunities to address these issues through its support for enabling conditions measures

(EC measures), either integrated in project interventions or as separate measures at international, regional or national scale.

When combined, systemic changes (e.g. those tackling root causes) and scaling will lead to transformational change in forest-land use systems. While P4F has ambitions to contribute to transformational changes, a clear strategy to do so has not yet been articulated. To do so one could start out by a diagnostic of systemic issues for targeted sectors and/or landscapes, listing the key issues to be addressed and a P4F strategy to contribute to transformational change.

3   Assessment framework and other tools

Based on the literature review and overview of P4F initiatives, assessment frameworks were developed for each of the 3 intervention strategies. These have been used to assess a selection of P4F projects, to identify potential gaps and issues that require more attention from the programme. The assessment frameworks have been fine-tuned and combined for use by the Evaluation Manager (EM) for evaluative purposes, including the Impact Pathways included above. Overall, these frameworks and tools can be used and further developed for different purposes, according to the project cycle logic, as follows:

1. **Identify projects for the pipeline.** The assessment framework constitutes an initial guide to the conditions, success factors and issues to consider and can therefore help in the early identification and review of potential projects. For example, gap analyses on specific identified key issues can help determine the potential for a given type of project focus, partnership or EC measure. More specific tools could be developed (e.g. checklists, gap analysis frameworks, opportunity and risk assessments) to support tailor-made designs. Existing internal assessment tools used by P4F (e.g. T05) could be replaced or improved. The role of the EM team would be to collaborate in developing effective tools and validating whether these work in practice, and possibly to provide regional teams with training on these tools.

2. **Support project design.** The P4F and other project developers could use the assessment framework as a guidance to support the design of new project ideas, such as by providing checklists for design, and in the development of baseline studies. Specific tools could be developed to develop clusters of initiatives at landscape level, especially for a mosaic of projects at landscape level (with different intervention strategies) in combination with DSM and EC initiatives. The role of the EM team would be to collaborate in developing effective tools and validating whether these work in practice, and possibly to provide regional teams with training on these tools.

3. **Inform project and portfolio monitoring and evidence-based learning.** The assessment framework could be used to inform and advise the P4F MEL unit on data collection and lesson-learning, particularly for case studies and for monitoring of early outcomes (capacity and behaviour changes of key actors). The collected data could feed into programme-level monitoring and learning and support the identification of areas where additional interventions may be required in design, resourcing and management. The EM review team could play a role in informing or facilitating communities of practice within the P4F programme and at a broader scale on specific key issues or themes, such as landscape governance.

4. **Carry out evaluative studies.** The EM team aims to use the assessment frameworks as a basis for undertaking more detailed studies with an evaluative nature. These could include baseline and endline studies, or studies that look at changes realized for a period of time.