



Final Report

Mid-term Evaluation – Sustainable Landscape Program Indonesia

For SECO

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Evaluation by NewForesight and Circle Indonesia

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Glossary

CHF	SWISS FRANCS
CMEA	Indonesian Coordinating Ministry for Economic Affairs
CNV-I	CNV International
CSR	Corporate Social Responsibility
DBH	Palm-oil revenue sharing fund
ECA	Effective Collaborative Action
EF	Earthworm Foundation
EQ	Evaluation Question
FGD	Focus Group Discussion
FPP	Forest Peoples Programme
GCP	Green Commodities Programme
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HCVN	High Conservation Value Network
KII	Key Informant Interview
KPI	Key Performance Indicator
LANDSCAPE CONSORTIUM	Organizations delivering each subprogram
LASR	Leuser Alas Singkil River
MSF	Multi-stakeholder forum
NDPE	No Deforestation, No Peat and No Exploitation
PLUP	Participatory Land Use Approach
SECO	Swiss State Secretariat for Economic Affairs
SERIKAT PETANI KELAPA SAWIT/SPKS	Oil Palm Farmers Union
SDC	Swiss Agency for Development and Cooperation
SLA	Sustainable Landscape Approaches
SLPI	Sustainable Landscape Program Indonesia
STDB	Surat Tanda Daftar Budidaya, or Cultivation Registration Certificate
TAL	Tanah Air Lestari
UNDP	United Nations Development Programme
UNDP FACS	United Nations Development Programme Food and Agricultural Commodity Systems

Executive Summary

This report covers the findings, lessons learnt and recommendations from the mid-term Evaluation of the Sustainable Landscapes Program Indonesia ('SLPI' or 'the program'). SLPI aims to better manage commodity-producing landscapes across Indonesia to generate sustainable livelihoods and protect natural ecosystems. It is a 3-year program running from 2023-2025,¹ with a total budget of CHF 19.9 million, including a 9 million contribution from the Swiss State Secretariat for Economic Affairs (SECO). While the major commodity in focus is palm oil, SLPI also touches upon some other key commodities such as cocoa, rubber, and coffee.

SLPI's core objectives are to: support well-governed sustainable landscapes that provide for improved agricultural production; generate income opportunities for the local population and protect natural ecosystems.

The program has two core components:

Component 1 involves the implementation of the sustainable landscapes approach (SLA) across four subprograms, each led by a landscape lead organization and their implementation partners (herein "landscape consortium") (Figures 1 and 2).² The consortiums are responsible for working with local governments, communities and the private sector to operationalize the program – including setting up and delivering the landscape activities.³

Province	Subprogram title	Implementation lead	Implementation partners
Aceh	Leuser Alas Singkil River (LASR)	Swisscontact	Earthworm Foundation, Koltiva
Central & West Kalimantan	Strengthening and Scaling the Mosaik Initiative (Mosaik)	Kaleka	The High Conservation Value Network (HCVN), the Forest Peoples Programme (FPP), CNV International (CNV-I), Oil Palm Farmers Union (Serikat Petani Kelapa Sawit/SPKS)
East Kalimantan	Sustain Kutim (Sustain Kutim)	GIZ	Tanah Air Lestari, Proforest
Riau	Scaling Up Sustainable Palm Oil Production in Siak and Pelalawan (SPLP)	Daemeter	Proforest, Jejakin

Figure 1: SLPI subprograms and lead organizations

Component 2 is led by UNDP, and provides the program support system to build capacity, share learnings, foster knowledge exchange across the landscapes and establish a linkage with the national level policy.⁴ The UNDP is well connected across Indonesia, having been heavily involved in developing and supporting multi-stakeholder platforms – including by applying its Effective Collaborative Action (ECA) methodology. SECO is also funding UNDP's Green Commodity Program (GCP) alongside SLPI.⁵

The key objectives of this Evaluation are to:

- a) **Assess the continued relevance** of SLPI and performance (i.e. the output and outcomes) across the two core components (in line with the Theory of Change)
- b) **Identify where⁶ SECO's funding is likely to generate the greatest added-value** and long-term sustainability
- c) Based on the findings, **make recommendations** for SLPI's remainder and next steps.

Key Findings

1. **Strengthened institutional frameworks and governance on sustainable agriculture** – Good progress has been made in terms of establishing and operationalizing multistakeholder forums (MSFs). However, several barriers remain to fully institutionalize the frameworks, including a lack of government ownership, lack of active participation from a range of stakeholders (particularly private sector), low resourcing and shifting political cycles.
2. **Increased protection of natural ecosystems** – Progress has been made in mapping natural ecosystems and promoting land tenure security using inclusive approaches (e.g. PLUP). However, there are some shortcomings in monitoring efforts which may affect the capacity to effectively monitor land use change and deforestation. In this respect, the main challenges are related to insufficient usage of remote sensing technology, the remoteness of protected areas for verification and high monitoring costs for local communities.
3. **Increased income opportunities for local communities via certification and/or diversification** – There have been a number of initiatives aimed at increasing land tenure security and STDB registrations. Through SLPI, registration rates have increased, although there is a lack of evidence to suggest that registration and diversification efforts have clearly translated into increased income for smallholders.
4. **Increased agricultural productivity and adoption of sustainable agricultural practices** – Overall, GAP trainings have been positively received, although perceptions on the quality of trainers varied across the landscapes. Furthermore, challenges remain with GAP adoption due to the lack of access to finance to purchase inputs. There is insufficient evidence to conclude that SLPI has contributed to increased production.

5. **Increased adoption of more sustainable and inclusive practices** – companies have increasingly adopted more sustainable and inclusive practices. This includes sustainability and labor related policies, as well as efforts to strengthen gender inclusion. Efforts have translated into several anecdotal benefits for smallholders although the evidence is weak on tangible outcomes. Female programmatic participation remains low.
6. **Increased private investments into landscapes** – While co-financing was secured for Phase 1, there is minimal evidence of additional funds being secured for Phase 2. Stronger monitoring and evaluation efforts to strengthen SLPI's business case may support this.
7. **Component 2 (led by UNDP)** has enhanced information and knowledge sharing, built capacity of landscapes to strengthen MSFs and strengthened connections between national and subnational level policy on sustainable landscapes. There is potential to strengthen training and resources to make sure they are contextually relevant, and activities are not overly burdensome on landscape consortiums.
8. **Monitoring, evaluation and learning** – In the absence of a common framework, overall, the evaluation team found it challenging to fully understand progress both within and across subprograms – with reporting approaches being very output focused and lacking deeper insights that could be generated via an outcomes-based reporting approach.

Key conclusions (OECD DAC criteria)

1. **Coherence - satisfactory** – aligns well with SECO policy, other landscape initiatives and Indonesian government policy, with opportunities to improve coordination of sustainability efforts at the local level and generate further learnings from similar programs.
2. **Effectiveness - satisfactory** – a range of foundational activities have been delivered across Components 1 and 2 of SLPI. However, a major shortcoming must be highlighted; for some programmatic outcomes (e.g. governance, ecosystem protection, knowledge exchange) there is a good level of evidence that progress has been made, however, for other outcomes (more production, more sustainable production, inclusive practices), the evidence on effectiveness is very weak due to the lack of outcomes-based reporting.
3. **Relevance - highly satisfactory** – adopting a decentralized delivery approach has ensured the program meets stakeholder needs.
4. **Efficiency - satisfactory** – from an output standpoint, with most activities delivered within the appropriate planned timeframes. However, related to the finding on effectiveness, a major shortcoming is the inability to concretely identify several outcomes-level changes resulting from the activities – which in turn jeopardizes the level of confidence in the program's efficiency.

5. **Sustainability - satisfactory** – given that landscape approaches take time to implement – however, a major shortcoming is that there still appears to be very heavy reliance on landscape consortiums to drive the work, challenges with government capacity and securing alternative funding sources (including from the private sector) which will need to be urgently addressed in Phase 2 to ensure the longer-term sustainability of SLPI.

Recommendations

Note each recommendation has several sub-actions (see p. 40 onwards).

1. Continue to build strong, sustainable and inclusive MSFs
Responsibility: Government to lead supported by landscape consortiums
Priority: Very High – An appropriate, high functioning governance structure driving the SLA is crucial towards its longer-term sustainability.
2. Continue to undertake inclusive land mapping and monitoring, and drive cost-efficiency by leveraging digital technologies
Responsibility:
- Mapping efforts to be led by landscape consortiums in collaboration with government, companies and communities; (sub recs 2.1, 2.3,2.4) - Land conflict process and management to be led by government (supported by landscape consortiums), in liaison with companies and smallholders (sub rec 2.2)
Priority: High – Mapping efforts are a crucial pre-requisite to achieving certification and better land conservation and management. Where land zoning is uncertain or undefined – poor land management is more likely to occur (e.g. deforestation).
3. Strengthen land tenure processes via driving efficiencies in STDB issuance, continue to strengthen certification efforts by raising awareness and building the business case for all stakeholders
Responsibility: Government – all levels (STDB); landscape consortiums and companies (certification), UNDP to facilitate government connections.
Priority: Very High – Strengthening land tenure is a pre-requisite to certification. Certification is a major priority of SLPI as a way to increase income and ensure sustainable production.
4. Strengthen GAP training
Responsibility: Private sector in conjunction with landscape consortiums
Priority: Moderate – GAP training has proved to be well received by farmers and important to certification and achieving sustainability outcomes. Wherever possible, landscape consortiums should explore company co-financing options for GAP training.
5. Stimulate efforts to foster more gender inclusive practices and stronger labor protections via trainings and capacity uplift with companies
Responsibility: Landscape consortiums in conjunction with private sector
Priority: Moderate – SLPI's work is important towards building more sustainability oriented local companies, and ensuring they're on track to be certified. However, allocation of resources (i.e. SLPI support) should be targeted towards companies most in

need of capability uplift. Ideally, in the longer run companies drive and self-fund labor and gender inclusion efforts due to regulatory forces.

6. Stimulate investment into SLPI

Responsibility: Landscape consortiums

Priority: High – The longer-term sustainability of SLPI relies on finance from both the public and private sectors and reduced reliance on donor funding.

7. Continue investing in Component 2 to strengthen policy connections, knowledge sharing while reallocating the majority of resources to the local level

Responsibility: UNDP

Priority: Moderate – Further training content should be novel and meet the needs of stakeholders. Prioritization should be given to in-person events and building connections between local and national level actors, as well as expanding the remit to foster connections with multi-national companies - leveraging UNDP's large network. As part of the resource reallocation – UNDP to take on a stronger programmatic oversight role, and strengthen connections with GCP and other sustainable landscapes programmes in Indonesia.

8. Strengthen monitoring, evaluation and learning (MEL) approaches to enhance understanding of progress and communications on program achievements

Responsibility: UNDP should lead this work, landscape consortiums to implement.

Priority: Very High – The lack of a common framework has made it difficult to understand and communicate the impact of SLPI. Further, it is crucial towards securing co-financing and ensuring the program's longer-term sustainability.

1. Introduction

1.1 Context

Agriculture and specifically palm oil production is core to the Indonesian economy and livelihoods. Agriculture covers roughly 30% of the total land area of Indonesia (57 million ha) and has long been the backbone of Indonesia's economy (12.6% of GDP in 2024)⁷. More specifically, the palm oil industry represents 4.5% of GDP, and directly or indirectly employs over 16.2 million people.⁸ In 2024, Indonesia produced 52.76 million tons of crude palm oil and palm kernel oil, solidifying its position as the world's largest palm oil exporter, accounting for 54% of global exports.

However, unsustainable commodity production is the main driver of environmental degradation in Indonesia. In recent decades, Indonesia has had one of the highest deforestation rates in the world (19% decrease in tree cover since 2000).^{9,10} The expansion of palm oil plantations has been one driver of deforestation, accounting for one third (3 million hectares) of Indonesia's loss of old-growth forest since 2000.¹¹ Indonesia's palm oil production generates significant GhG emissions from fires on drained peatlands, peat

subsidence and land-use conversion – with an annual average of 220 million tons of carbon dioxide emitted between 2015 and 2022 (equating to one fifth of Indonesia’s total annual emissions in 2022).¹²

Rural agricultural communities in Indonesia typically have high rates of poverty. It is estimated that over 1.5 million children aged between 10-17 years are working in the agricultural sector, many in hazardous conditions, with work interrupting their education.¹³ In 2023, the percentage of people living in poverty in rural areas was 12.22%,¹⁴ and while it has been falling over time, poverty rates accelerated during the COVID-19 pandemic. Enhancing agricultural incomes has been posited as a key strategy to reduce rural poverty.¹⁵

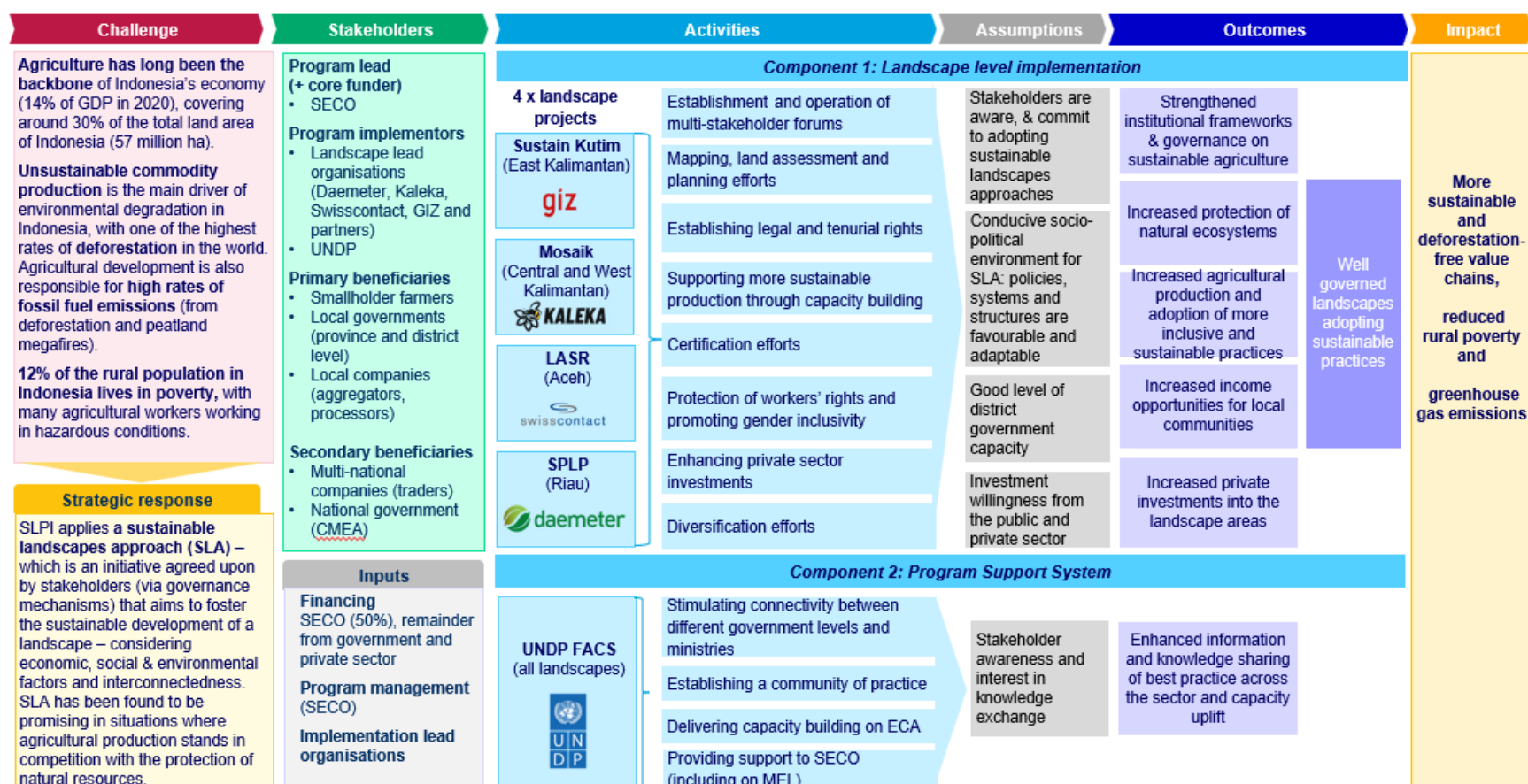
Application of the Sustainable Landscapes Approach (SLA)¹⁶ is viewed as a strong pathway towards sustainable development. SLAs have been found to be particularly promising in situations where agricultural production stands in competition with the protection of natural resources. According to SECO, a SLA is “an initiative, which is agreed upon by the relevant stakeholders (e.g. through multi-stakeholder partnerships) and aims at the sustainable development of a landscape (i.e. in terms of taking into account economic, social and environmental factors as well as their interconnectivities within a particular area)”.¹⁷

SLPI was initiated to apply the SLA approach in palm oil sector in Indonesia. Four landscapes were selected to maximize impact and identify learnings from different provinces – including with variable demographics, topographies and local economies.

1.2 Theory of Change

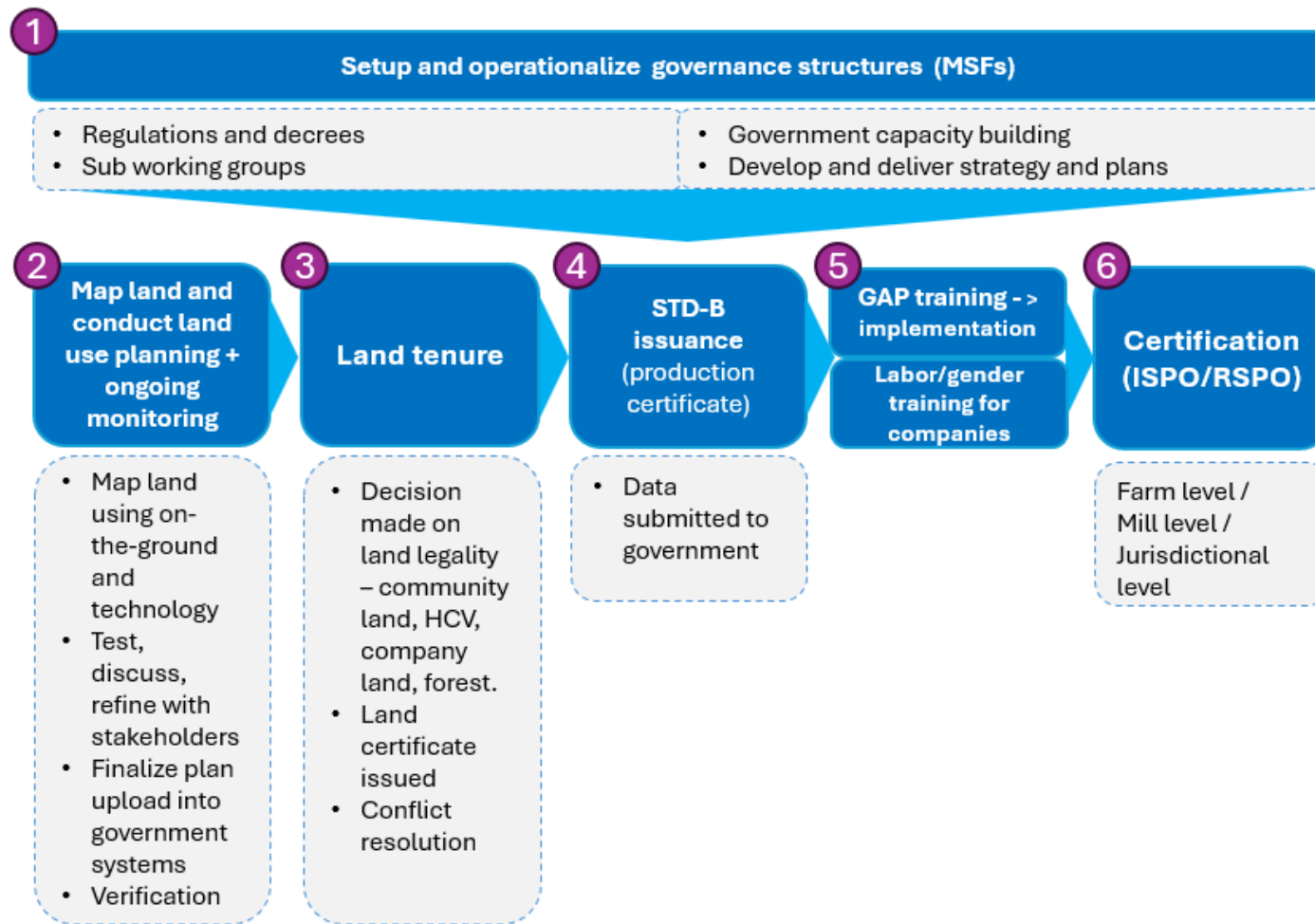
Given there was no pre-defined Theory of Change (ToC) available for the SLPI program, a high-level ToC was developed based on program documents, annual reports and a pre-existing programmatic log frame. The ToC below covers the challenges, stakeholders and inputs involved, activities, outcomes and intended impact of SLPI as a whole. It does not include outcomes-chains – which necessitates a participatory ToC development approach. For more detailed information on each subprogram (LASR, Sustain Kutim, Mosaik and SPLP) – see [Annex 1](#).

Sustainable Landscape Program Indonesia Theory of Change



1.3 Program activities

SECO perceives its role as being a facilitator of the SLA approach in Indonesia. Activities delivered vary for each subprogram, but the majority deliver most, if not all of the activities below. While several activities can be conducted simultaneously and not necessarily in sequential order – activities (2), (3), (4) and potential elements of (5) are necessary prerequisites for certification (6).



1.4 Outcomes and KPIs

SLPI has six core outcomes as outlined in the Theory of Change: (1a) Strengthened institutional frameworks & governance on sustainable agriculture; (1b) Increased protection of natural ecosystems; (1c) Increased agricultural production and adoption of more inclusive and sustainable practices; (1d) Increased income opportunities for local communities; (1e) Increased private investments into landscape areas; and (2a) Enhanced information and knowledge sharing of best practice across the sector and capacity uplift. [Annex 2](#) documents the alignment between these headline SLPI outcomes and subprogram outcomes.

1.5 Funding

SLPI is funded by SECO and private sector actors (including large multi-national companies and other donors, such as BMZ). The total budget for the program is CHF 19.9 million over three years (Figure 2). Through SLPI, SECO aspires to be catalytic and trigger further investments and resources into the program. In this context, SECO co-funds the landscape subprograms to a maximum of 50%, with the remaining 50% funded by the private and public sectors.

Province	Component 1	Total Project Funding (incl. partners) (CHF)	SECO co-funding 2023-2025 (CHF)
Aceh	LASR	4,601,755	2,300,000
Central Kalimantan	Mosaik	5,930,433	1,725,000
East Kalimantan	Sustain Kutim	3,326,505	1,947,618
Riau	SPLP	4,523,436	1,875,000
	Component 2	SECO Funding	
All	UNDP	<i>Component 2 is only funded by SECO</i>	1,500,000
	Total funding	19,882,129	9,347,618

Figure 2: SLPI SECO Funding¹⁸

Grounded in the assumptions that sustainable landscape work is complex, budget intensive and takes time to materialize impact, SLPI was established with the intention that the program would receive SECO co-funding for at least two program phases (Phase 1 = 2023-2025). SECO understands its role as a facilitator of SLAs rather than as the main financier. In this respect, SECO is concentrating on creating the solid foundations for SLAs rather than the long-term implementation, which can span over several decades. As a public institutional donor, SECO focuses its direct support to areas which deliver high public administration value. This includes setting up appropriate governance systems and processes and the establishment of monitoring, evaluation and learning frameworks.

1.6 Governance

The program is governed by a Steering Committee that monitors progress and provides support and strategic guidance towards implementation. The Board meets annually and is comprised of stakeholders from SECO, CMEA, landscape consortium representatives and the UNDP.¹⁹ Annual program reports are prepared by UNDP and the landscape consortiums, and are submitted to SECO prior to the Steering Committee meeting. At the landscape level, operational structures are in place to ensure the subprograms run effectively.

2. Evaluation methodology

2.1 Overview

The evaluation is guided by a contribution analysis approach (Figure 3), which examines and tests the Theory of Change using logical reasoning, available materials and data to determine the specific contribution of a specific intervention to its intended outcome or change. The aim is to provide credible evidence and a narrative of how an intervention may have influenced a result, rather than proving definitive cause-and-effect. This approach is particularly useful in a mid-term evaluation of a program implementing landscape approaches with limited data (see further explanation in limitations section). In data-poor environments, evaluations typically rely more heavily on qualitative insights garnered from interviews and secondary reporting, in the absence of quantitative data (e.g. on yield, GAP practices adopted).

The evaluation focused on steps 1 – 4 of the contribution analysis process (see Figure 3 below). Steps 5 and 6 will be a focus for SECO going forward, guided by the Evaluation's recommendations.

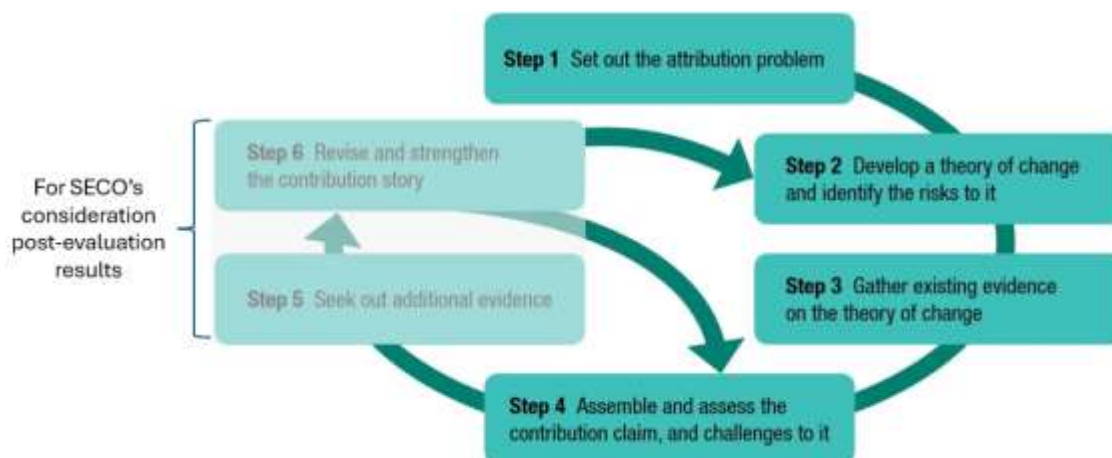


Figure 3: Contribution Analysis Process (Mayne and Apgar et al. 2020)

2.2 Approach

Step 1: Set out the attribution problem

At the outset, it is important to go beyond just analyzing observed results and reporting on them, but go deeper to determine the extent to which they were a result of SLPI. In this evaluation, the extent to which SLPI has had an impact on the intended outcomes (outlined in the ToC) was captured through various cause-effect questions relating to programmatic effectiveness:

EQ3. Effectiveness: What progress has been made towards the intended programmatic outcomes?

- EQ3.1 – Are the four landscape subprograms achieving their intended outputs and outcomes with the support of the SECO co-funding, and to what extent?
- EQ3.2 – How are the four landscape subprograms achieving their intended outputs and outcomes with the support of the SECO co-funding and to what extent?
- EQ3.3 – Are the assumptions in the ToC holding true? If yes, why and if not, why not?

The level of effectiveness was determined based on the weight of the evidence ([Annex 6](#)) and rated accordingly against the OECD DAC scoring. The evaluators also identified other key factors which may have contributed to the programmatic outcomes – including other programs operating in districts, government policy and market shifts. A deep dive into the influencing factors in each subprogram was not within the remit of this evaluation.

Step 2: Develop a Theory of Change

A Theory of Change (ToC) was developed to highlight the results chain, which includes the activities, mechanisms, outputs and outcomes (see below). Usually, a program is expected to have a pre-existing ToC; however, this was not available at the macro SLPI programmatic level, nor the sub-program level. Therefore, the evaluation team developed the ToC based upon a review of the materials and interviews. As a result, the ToC is relatively high-level, and not specific to the individual landscape programs, which would have improved the ability to conduct the contribution analysis.



See p.10 for larger version and explanation.

Step 3: Gather evidence

Data collection

Data was collected from different sources. This included: programmatic documents and reports; Key Informant Interviews (KIs), Focus Group Discussions (FGDs) and secondary sources.

Programmatic data and documents

Data sources at the landscape level included: program log frames, Inception Reports, Annual Reports (2023,2024), Activity Reports, landscape consortium organization websites, public brochures, other monitoring reports and presentations. Throughout the evaluation, evaluators followed up with the landscape consortiums where necessary to clarify specific data points. For a full list of documents reviewed – see [Annex 3](#).

Secondary data – external sources

This included relevant organizational and institutional reports, academic and research publications, census data (where available in English), media archives and geo-spatial data on forest conservation. Data on forest cover and deforestation for the districts under the SLPI program was obtained from Global Forest Watch, which are based on measures on tree cover and tree cover loss.²⁰

Key Informant Interviews (KIs) and Focus Group Discussions (FGDs)

Informed by the evaluation questions, OECD DAC criteria and the ToC, data collection instruments were developed for the KIs and FGDs. A range of stakeholders were engaged as part of this evaluation via face to face or online meetings. Stakeholder groups included: landscape consortiums, government, NGOs, companies (multi-nationals, mills, aggregators, local companies) and other donors (see [Annex 4](#) for full list of stakeholders engaged). A total of 30 x KIs were conducted and 10 x FGDs, covering a total of 209 persons. While most stakeholders had been involved in program implementation to some extent, several actors had not – which was seen as an important way of gauging external views on the program. Interviews were semi-structured (supported by interview guides) and conducted in Bahasa Indonesian or English (as appropriate).

Step 4: Assemble and assess the contribution to change

Synthesis and analysis

The data was systematically input and analyzed in a Data Analysis Framework template ([Annex 5](#)) in Excel, enabling the evaluators to sort a significant amount of data from various sources by landscape, activities, outputs, outcomes and KPIs. The data was then tagged by core themes and sub-themes, which in turn facilitated the identification of patterns and informed the findings. The data was also sorted by the evaluation questions. In this way, the

evaluators were able to analyze the data in a targeted way to more effectively respond to the evaluation questions and make informed assessments against the OECD DAC criteria.

Weighting the evidence

To weigh the evidence, an Evidence Weighting Framework (see [Annex 6](#)) was developed, and included the following criteria:

- Source credibility: The extent to which the individuals providing the information are knowledgeable, relevant to the topic, and well-positioned to offer reliable insights.
- Richness and specificity of evidence: The level of detail, nuance, and concrete examples provided in the qualitative data that support deeper understanding of the issue.
- Bias / Conflicts of interest: The degree to which the evidence may be distorted due to the stakeholder's personal interests, role, or context, affecting the objectivity of their perspective.
- Consistency across the evidence (triangulation): The extent to which similar findings emerge across different stakeholder groups, data sources, or methods, reinforcing the validity of the evidence.

Individual data points in the Data Analysis Framework ([Annex 5](#)) were tagged against the criteria and assessments were made. As part of the contribution analysis, the evaluation team also challenged claims made by the involved stakeholders. This was done by following up via email for further clarification. These follow up requests have not been explicitly included in the evaluation report to reduce the risk of confusing the reader. Rather, the strength of the evidence has been highlighted throughout the report (i.e. where it is weak, this inherently limits the strength of findings).

Reporting

Informed by the data analysis, the evaluation team developed key findings, conclusions and recommendations in line with the OECD DAC criteria. The findings have subsequently been articulated around progress made against the core outcomes of SLPI (from the ToC), with an additional cross cutting topic at the end – monitoring, evaluation and learning.

Limitations

Data availability

The evaluation has not been able to undertake a rigorous counterfactual analysis, regression analysis or cost benefit analysis given the absence of a control group (i.e. comparable district/s not participating in SLPI), data on another similar program (e.g. other internationally funded landscape program/s), and lack of company and farm level data.

The evaluators could not access data from all landscapes across the headline KPIs ([Annex 8](#)), either because it wasn't being measured, or was not available yet (EQ 6.2, 6.3). In this respect, the evaluators could not verify all reported activities and outputs. Additionally, limited data was available at an outcomes-level, particularly related to changes in income, agricultural production, employment, forest cover and deforestation.

As part of the triangulation process, we relied on secondary data. For example, to determine changes in forest cover and deforestation we draw upon satellite data. However, it was not possible to attribute the changes to SLPI as satellite imagery was only available up until 2023, and the data showed on average that deforestation rates increased between 2022 and 2023 across SLPI program districts. Therefore, it is too early to attribute any changes in forest cover and deforestation to SLPI given the program commenced in 2023. Secondly, while yield data from the average farmer within two subprograms was received, the evaluation team had serious concerns about the quality and validity of the data and thus could not verify the yield claims, nor attribute the *reported* yield increases to SLPI.

In sum, the evaluation team predominantly relied upon qualitative data, which limited the ability to assess the cause and effect of activities (i.e. the direct relationship between an action or event and its consequence or result).

Outputs-based reporting

Across both interviews as well as data and documents, reporting was heavily outputs-based (e.g. no. of trainings delivered), which made it quite difficult for the evaluators to assess the success or otherwise of activities (i.e. the outcomes) (EQ 6.3).

Scope

The Evaluation does not report on progress against every output and outcome metric for every landscape subprogram, which number in the hundreds – but provides key insights arising from all the sub-programs across the consolidated headline KPIs ([Annexes 2 and 8](#)) as well as some additional metrics. Each interview with landscapes was 1.5 hours, which was a limited amount of time to fully garner an in-depth understanding of each program. In turn, this also meant that it was not always possible to provide alternative explanations for the attribution claims.

Bias

There are a couple of elements where bias may have influenced the data collected. For example, the overwhelming majority of smallholder farmers, government and private sector stakeholders participating in the evaluation were male. This may have skewed the evidence, particularly on perceptions of how the program could be more inclusive of women, if

recommendations indeed didn't arise from women. Secondly, there is significantly greater anecdotal data from some districts compared to others as a result of greater engagement. For example for both government and smallholder KIIs and FGDs, there were; 1 x Sustain Kutim, 2 x SPLP, 3 x LASR and 4 x Mosaik. In this case, we had to be vigilant so as not to overweigh the data arising from Mosaik. Finally, there is likely to be a degree of bias from program implementors, given their reliance on ongoing funding to support the program in the longer term. To mitigate this, the evaluators asked specific questions designed to bring up some of the programmatic challenges, and made concerted efforts in the KIIs and FGDs to delve into the outcomes resulting from the activities.

Scope of evaluation

The program has been assessed against the following OECD DAC criteria: relevance, coherence, effectiveness, efficiency and sustainability. The OECD DAC criteria of "Impact" was not assessed as part of this mid-term Evaluation.

Eight core evaluation questions were formulated – informed by the SLPI program description (e.g., objectives, activities, outputs and outcomes) and the evaluation terms of reference (e.g., OECD DAC criteria). For the full list of Evaluation Questions – see Annex 7.

EQ1. Relevance: Is SLPI relevant in the local context?

EQ2. Coherence: How well does SLPI fit within broader SECO and Indonesian policy?

EQ3. Effectiveness: What progress has been made towards the intended programmatic outcomes?

EQ4. Efficiency: How well are the resources (inputs) being used?

EQ5. Sustainability: Will the benefits last?

EQ6. Monitoring and Learning: How effective have MEL efforts been?

EQ7. Program management: How well is the program managed?

EQ8. Recommendations: What recommendations can be made for future programming of the SLPI, based on the strengths and weaknesses identified in this Evaluation?

3. Findings

The blue textboxes report on the overarching SLPI KPIs – see [Annex 8](#). For each headline outcome area, we present consolidated findings first at the SLPI level, followed by more granular key findings for each subprogram. At this stage, based on the data available, there is no concrete evidence to suggest the landscape approach is more suitable in some landscapes compared to others (EQ 1.4), however, some have progressed in areas (e.g. governance) more than others due a range of factors discussed below.

3.1 Strengthened institutional frameworks and governance on sustainable agriculture

10 x MSFs established (2 x LASR, 4 x Mosaik, 3 x SPLP, 1 x Sustain Kutim)
24 x regulations, decrees or action plans endorsed
4 x monitoring systems established

The SLPI has made some progress at an output level by establishing 10 multi-stakeholder platforms via official decrees and/or jurisdictional entities (EQ 3.1,3.2). MSFs drive planning and decision-making on the design, implementation and monitoring of sustainable landscape initiatives and are considered to be a fundamental component of mature landscape initiatives.²¹ All MSFs have developed Action Plans, with clear targets identified as critical towards driving accountability of SLA implementation.²² Landscape consortiums contribute to the functioning of the MSFs through capacity building and the provision of technical assistance and training and knowledge transfer. It was reported by landscape consortiums that the establishment of sub-working groups within the MSFs has helped drive specific workstreams forward, typically complemented by standard operating procedures. Similarly, there is some anecdotal (moderate strength) evidence that the program structure is effectively enabling resource maximisation – as organizations within each consortium lead workstreams aligned to their technical expertise.

The MSFs are considered an important driver of national level policy implementation and generally align well with existing provincial and district policies (EQ 1.2, 3.1, 3.2). CMEA highlighted the value of MSFs in fostering inclusive planning and decision-making. Across all landscapes, provincial and district level government officials expressed good policy alignment, including environmental studies, action plans, the STDB process and existing incentives schemes. There is some moderate strength evidence that the private sector also felt MSFs gave them the opportunity to influence policy implementation.

The MSFs have been crucial towards building trust and fostering collaboration amongst stakeholders, however, participation rates from various stakeholder groups have been mixed (EQ 1.2, 1.3). There was strong evidence across all landscapes that the MSFs played a crucial role in bringing a range of stakeholders together – to foster shared-decision making and drive transparency and accountability for action on sustainable landscapes. While MSF participants vary across landscapes, most MSFs aim to be inclusive of a wide range of stakeholders (government, NGOs, private sector, cooperative representatives) (evidenced by membership lists).

There was strong evidence that all stakeholder groups sought more involvement from the private sector (EQ 1.3). It appeared that where the MSFs were stronger (i.e. had a greater presence), private sector engagement was more active. Private companies engaged did want to be more involved in co-formulating palm oil policy development and acknowledged the benefits of ideas exchange, but there was strong evidence around barriers to participation. According to the private sector, face to face engagement can be challenging and time consuming (instead of online which was more flexible), they would prefer more targeted action-oriented sessions (rather than extended discussions) and greater efforts to ensure all voices are heard (Sustain Kutim, LASR, SPLP). This complements landscape consortiums commentary that private sector actors tended to be more output focused, while MSF meetings were more process oriented in order to build consensus. In this respect, elevating private sector engagement may require a more balanced meeting format that allows for discussion time, a larger role for companies to lead some discussions, and more concrete decisions being made (i.e. maximising efficiencies) (EQ 4.1).

There was some evidence to suggest that farmers, village representatives and cooperatives also felt minimally involved in the MSFs and excluded from key agricultural policy decisions (LASR) (EQ 1.1). Relatedly, in some instances farmers felt that there was a lack of operational level engagement (village level) – limiting the MSFs “on the ground” effectiveness (Sustain Kutim). In Sustain Kutim, efforts are currently underway by landscape consortiums to include smallholders and more cooperatives in the MSF.

The multi-stakeholder platforms are not yet as effective as they should be due to a lack of institutionalization (EQ 3.3). There is consensus across landscapes that decrees have supported institutionalization of MSFs. However, it should be noted that institutionalization appears to have a different meaning across landscapes. It has been referred to as: full government ownership and leadership of the MSF; a structure endorsed through a decree/regulation; the creation of a legal entity (an association), or simply the presence of a governance structure driving the SLA in the longer term (e.g. 6 years +). In this vein, it would be constructive for SLPI to build alignment across landscapes on how institutionalization is defined. According to *Landscapes of our future*, ‘Institutionalization’ refers to “whether or not

a project's processes are incorporated in a landscape's governance institutions. It should be noted that 'governance' is not the monopoly of government. "Effective governance" usually references governance delivered by a multitude of institutions, be these government, social or community level."²³

Some local governments have taken greater ownership of MSFs compared to others, with barriers remaining (EQ 3.2, 4.2,5.1). The ToC highlights an assumption that there is a good level of district government capacity to help implement SLPI (EQ 3.3). However, this Evaluation found several barriers to effective government ownership, including: shifting political cycles and turnover of government staff (including at leadership level), with some landscape consortiums contending that MSFs will struggle to become fully functional and formalized in a volatile political environment. Other barriers include insufficient skillsets, low capacity and minimal funding (LASR and SPLP). These findings align with research on jurisdictional landscape approaches.²⁴

In some landscapes (Sustain Kutim, SPLP), evidence from multiple stakeholders engaged indicated that local government was taking more active ownership of the MSF. Factors identified in Mosaik as supporting greater local government ownership included: longstanding involvement in jurisdictional approach initiatives, clear sectoral leadership and responsibilities of various government departments (e.g. Dept of Manpower for labor rights, Agricultural and Food Security for certification and land conflict; Dept of Environment for conservation and forest protection), institutionalization and budget allocation, and political commitment. Other measures to bolster government participation included regular consultation and alignment with government and ongoing relationship building. In SPLP, to incentivize conservation and responsible land management, the district government has developed an assessment mechanism to rate villages' performance, and provide annual fiscal redistribution based on performance. Government officials suggested that greater inter-agency coordination was also needed to bolster government participation – which likely needs to be driven by government themselves rather than landscape consortiums. The evidence for greater clarity on roles, responsibilities and expectations was also strong – with this being a key enabler to greater government ownership, and thus sustainability.

3.2 Increased protection of natural ecosystems

849,348 ha protected across SLPI, comprised of:

- ✓ LASR: 26,782 hectares.
- ✓ Mosaik: 33,216 (11,850 issued, 21,366 proposed)
- ✓ SPLP: 789,351 hectares

823 hectares of natural ecosystems under restoration (215 ha SPLP, 608 ha Mosaik)

SLPI has made progress towards protecting natural ecosystems by mapping landscapes and designating areas as High Conservation Value (HCV) or customary forest (EQ 3.1, 3.2). Clear demarcation of boundaries is one of the first critical steps towards effective protection and management of natural ecosystems to build clarity across stakeholder groups about areas for farming, and areas to be protected (and thus not deforested). The result of mapping and planning work has been formalized through village regulations (PerDes), reflecting villagers' and other stakeholders' priorities for sustainable land use (EQ 3.1).

Land use planning approaches which foster inclusion and multi-stakeholder alignment appear to be most successful (EQ 3.1, EQ 3.2). For example, this includes Participatory Land Use Planning (PLUP) approaches (LASR, SPLP, Mosaik). In LASR, PLUP has supported a wide range of stakeholders to come together (e.g. youth groups, Indigenous communities, villagers) through workshops to identify threats, priority conservation areas and proposed management. In turn, this has increased buy-in around ongoing land management and elevated the voice of communities. Good relationships of trust with both government and companies also facilitated and expedited the mapping process (Mosaik). PLUP processes can also support additional funds into forest conservation – for example, in LASR, Mars and Givaudan are funding the establishment of Multi-purpose Tree Species nurseries in an area mapped for conservation.

Company involvement and value from mapping processes was varied (EQ 1.3, 3.1, 3.2). From the KIs, it was garnered that most valued the landscape consortium mapping efforts and felt planning processes were quite inclusive, as they were invited to attend consultations to review and understand land ownership issues within their concessions. Other companies have been more indirectly involved – by sharing data and information on HCV with landscapes. Some companies expressed direct benefits as a result of SLPI – including that they now have the skills to conduct internationally standardized HCV and HCS assessments as a result of working with landscape consortiums. There is some evidence (albeit weak) that the private sector considered it easier to work with cooperatives on mapping efforts rather than with individual smallholders because they were more organized and efficient (Sustain Kutim) (this sentiment was echoed by landscape consortium).

There was strong evidence from smallholder FGDs of the benefits of mapping efforts, including on strengthening their knowledge and understanding of their land boundaries and farm condition (size, soil, environmental risks and needs), conservation areas, and other production areas (LASR, Mosaik, Sustain Kutim) (EQ 1.1, 3.1). Mapping also helps government and NGOs drive more targeted conservation efforts, while simultaneously strengthening company awareness of HCV areas thus preventing encroachment (EQ 1.2).

Despite the progress, some stakeholders feel land use planning is not inclusive enough (EQ 3.2). Some smallholders and private companies felt their participation in mapping and land use planning had been insufficient, with some describing land zoning processes as “top-down” – with challenges to implement national and provincial level maps to the local level (SPLP, LASR). Similarly, private sector stakeholders reported being excluded from the mapping process from time to time. Uneven involvement of key stakeholders may affect local communities’ ownership of the process and private sector buy-in to conservation.

Systems and protocols have been setup to monitor land use change and deforestation (EQ 3.1). Progress has been made to setup monitoring systems using technologies such as remote sensing (SPLP, Sustain Kutim, LASR, Mosaik).²⁵ Remote sensing is typically used to identify land conversion, then it is verified (in the field), and reported to relevant stakeholders in the district. Clear protocols have been developed in conjunction with local stakeholders to guide the work – such as in SPLP. From the KIs, it can be gauged that it is not necessarily the role of SLPI to resolve deforestation issues (this is the role of government), but SLPI plays a key role in monitoring and raising awareness of the issues so government can take action. SLPI can also play an important role in the market, by advising buyers of breaches and encouraging them not to source from deforested areas.

Verifying land use conversion remains a challenge due to resource intensiveness (EQ 3.2). In LASR, 18 village Forest Stewardship Groups have been established to monitor the forest and undertake conservation and restoration activities in community-based forest areas. While LASR’s local led approach is encouraging, the longer-term sustainability without donor funding may be questionable given limited financial resource allocation from government for verification (EQ 5.2). Indeed, communities oftentimes end up bearing the cost of HCV monitoring – with costs and time burden being further amplified by the relative remoteness of HCV areas (Sustain Kutim). In SPLP the verification team consists only of government authorities, where the state forest authority declined to be part of the verification team because they have their own system in place and intent to use that instead of adopting a new one.

3.3 Increased income opportunities for local communities via certification and/or diversification

4,057 adults have gained secure land titles

- LASR – covering 6,500 ha of smallholder plantation

5,654 farmers have been certified (ISPO/RSPO) (LASR = 1217, Mosaik = 4,437)

798 farmers are in the process of being certified with ISPO/RSPO (SPLP)

The landscape subprograms have helped smallholder farmers gain land tenure rights,²⁶ “STDB” - cultivation registration letters (Surat Tanda Daftar Budidaya)²⁷ and ISPO and/or RSPO certification.²⁸ Subprograms have also fostered diversification efforts such as planting alternative crops²⁹ and poultry development (EQ 3.1).

SLPI has made good progress in increasing smallholders land tenure security and readiness for certification through STDB registration (EQ 3.1). SLPI activities have led to increased awareness amongst smallholders of the importance of gaining STDB registration as a pathway to ISPO/RSPO certification. Anecdotal evidence from engagements reported that STDB registration in turn supports farmers’ access to financial services (e.g., bank loans), international markets, and other sustainability programs (Mosaik) (however, there is no concrete data to back this up). It has also increased farmers’ confidence in investing in their land. Similarly, there is strong evidence to indicate that companies are supportive of STDB efforts to ensure their value chains are compliant with sustainability regulations and certification schemes.

SLPI’s efforts have contributed to reducing land-related conflict, but issues persist (EQ 3.2). Several government stakeholders and farmers (Mosaik, LASR) reported a reduction in conflicts. Mosaik provided reports of the number of conflicts and resolutions, but no multi-year data was available to assess changes over time – therefore the evidence is weak. Nevertheless, it was reported in KIIs and FGDs that land conflicts between smallholders and palm oil companies continue to be an ongoing, and oftentimes sensitive issue across all landscapes covered by SLPI.³⁰ In this respect, the private sector regarded SLPI’s support³¹ on conflict resolution as highly beneficial - enabling them to resolve issues more effectively (EQ 1.3). However, according to some smallholders, conflicts are still not resolved fast enough, and they stressed the importance of local government intervention, inclusive mapping and clear land titles. In some subprograms (SPLP, Mosaik) government-led conflict management taskforces have been established – highlighting the important role government plays in leading conflict resolution efforts going forward. However, there is no evidence of their effectiveness to date.

Despite progress, most stakeholders agreed that major administrative barriers in acquiring an STDB document are delaying smallholders’ pathway towards certification. The evidence on barriers that inhibit program efficiency (EQ4) is strong (mentioned by all stakeholder groups across landscapes), although this does not imply inefficient resource use on the part of SLPI program implementors. The barriers are broader, and somewhat outside the control of SLPI. Key barriers include: the high cost of obtaining an STDB document, complex administrative processes (data and documentation required) and insufficient human (skilled personnel) and financial resources (budget) at local government level to conduct the process (EQ 3.3). Even though farmers should not have to cover STDB

application costs, sometimes farmers incurred expenses such as stamp duties and transportation costs to submit their applications to government (Mosaik). These findings align very strongly with a recent report on the STDB process by the European Forest Institute.³²

SLPI has made progress to increase certification, but further socialization with smallholders and capacity building of cooperatives is required to increase certification rates (EQ 3.1,3.2). In Indonesia in 2022, just 130,809 out of the 2.7 million Indonesian palm oil smallholders were RSPO certified – with the majority of those certified obliged to participate because the mill they sell to is certified.³³ For RSPO certification, smallholders also need to form a cooperative. In some SLPI landscapes, cooperative capacity to manage certification and subsequent compliance was regarded as very low – with ongoing capacity building support from landscape consortia required (LASR).

Some government and private sector stakeholders also observed social resistance and misconceptions from farmers about certification (LASR) – including the (unfounded) fear of land loss – which is particularly the case for Indigenous if they are not provided with the right information (Mosaik) (EQ 1.1). A wide range of stakeholders (farmers, government) also concurred that administrative complexities, coordination challenges, high certification audit fees and insufficient evidence of the price differences were “turn-offs” (Mosaik)(EQ 1.1). More broadly, in Mosaik it was identified that greater socialization of the novel jurisdictional level certification approach was a major priority going forward to gain company buy-in and transition to a self-sufficient funding model (EQ 1.3). This included garnering buy-in not only from large plantations and smallholders, but also medium-sized growers. In LASR it was also considered important to change farmer perceptions on RSPO. Relatedly, in SPLP, the landscape consortium found that to effectuate change, it was crucial to not only provide farmer uplift, but also build companies capacity which in turn will help smallholders. The private sector echoed the need for support on ISPO/RSPO. In sum, the findings align with studies which have shown that garnering private sector buy-in remains a challenge at a landscape level, given companies might source from many regions and thus have insufficient links with certain regions (thus de-prioritizing investment), coupled with limited success stories of addressing the concerns of investors.³⁴

Overall, there is some evidence to suggest SLPI has contributed to increasing market access (EQ 3.1,3.2). RSPO and ISPO certification efforts have reportedly been enhancing international market acceptance (Sustain Kutim), and have established direct sales relationships with buyers. According to farmers these efforts have cut out the need for “middlemen” (Mosaik). Relatedly, it was also considered by the private sector to be easier to work with cooperatives from a traceability standpoint, compared to agents/middlemen

(Sustain Kutim). Although the overall strength of evidence on improved market access is weak (there is no documentary evidence to validate these claims).

There is weak evidence that SLPI has directly contributed to increased income, with broader market factors likely playing a larger role (EQ 3.1,3.2). In Sustain Kutim, there was a 161% increase in income for palm oil farmers, from EUR 677 per ha in 2023 to EUR 1,770 per ha in 2024. In LASR in 2024, the trained farmers income (per hectare, per year) was CHF 1,765. However, the evaluators consider this evidence to be weak, as the methodologies used to calculate income do not use clear comparison groups. Further, the attribution of income growth to SLPI would in any case be very weak, given market volatility in raw material prices from 2022-2024. There is no data on income change for smallholders as a result of SLPI's diversification interventions. Going forward, it will be important for all subprograms to measure and report on income changes, ideally using a standardized methodology (recommendation 8.1).

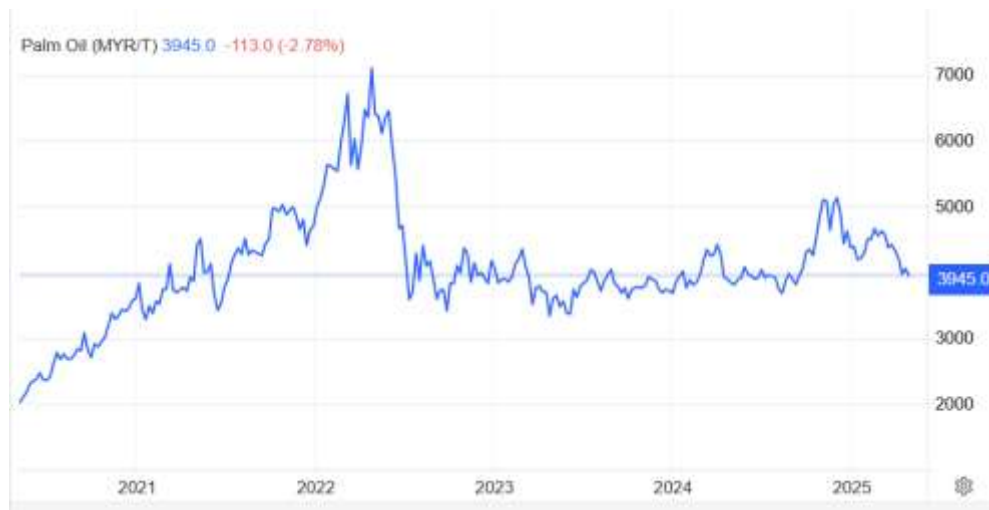


Figure 4: Indonesian Palm Oil Market Price (Source: Trading Economics 2025)³⁵

3.4 Increased agricultural production and adoption of good agricultural practices

8,499 certified farmers have adopted more sustainable production practices.

SLPI aims to increase the adoption of Good Agricultural Practices (GAP) and agricultural production by increasing the knowledge of smallholder farmers on GAP practices. Training topics include: pruning techniques, soil conservation, occupational health and safety (e.g. chemical usage), fire prevention, harvest and post-harvest techniques, fertilization, composting and waste management, pest and disease control, agroforestry and regenerative agriculture.

SLPI's GAP training efforts have been well received by farmers, but adoption of practices is difficult to ascertain given the lack of data (EQ 3.1,3.2). Farmers viewed hands-on training to be more effective – including by engaging in pilot demo plots that simulated real-time problem solving and knowledge exchange. The anecdotal evidence from smallholder FGDs was overwhelmingly positive on the outcomes of GAP training. Outcomes included: improved understanding of their land conditions, increased technical knowledge and skills (e.g. on cultivation and occupational health and safety), increased awareness of the importance of conservation (and the need to reduce chemicals), and greater confidence in managing their farm. However, there is no evidence to ascertain the extent to which GAP practices were adopted, and whether they were correctly adopted. This is a key issue that needs to be addressed through the M&E framework with KPIs to be added on current practices, adoption, intensity and quality rates (EQ 6.3) (see recommendation 8.1).

Thus far, there is limited evidence to suggest SLPI has contributed to increased agricultural production (EQ 3.1,3.2). From 2023 to 2024, palm oil and cocoa production increased by 16% in LASR (14,778 kg/ha - 17,194 kg/ha) and by 20% in Sustain Kutim (13,422 kg/ha - 16,119 kg/ha, *palm oil only). Production data is not available for the other subprograms. However, it was encouraging to hear from farmers at FGDs (SPLP, LASR) that that GAP training and implementing practices had led to increased agricultural productivity – which also meant they didn't need to expand their agricultural land. Note this is anecdotal evidence and has not been verified via production data (EQ 6.2, 6.3).

While SLPI's certification and GAP training efforts are important, various barriers will need to be addressed to realize sustainable palm oil production in the longer term. The effectiveness of the adopted GAP depends on the relevance, frequency and quality of the trainings (EQ 1.1, 3.2). Challenges raised during farmer FGDs included the lack of experienced trainers (age and skillsets) (Sustain Kutim), insufficient number of trainers and infrequency of trainings (SPLP). Limited follow-up training was also perceived to hamper full-scale GAP implementation (Mosaik, Sustain Kutim).

GAP adoption requires input investments (e.g. high-quality seedlings, equipment and fertilizers) (EQ 3.2). Numerous smallholder FGDs highlighted the lack of access to finance for inputs (most commonly fertilizers) as a major barrier. However, in some districts such as SPLP there were government programs providing access to fertilizer – this might indicate greater need for MSFs to promote access to government subsidies. While certifications theoretically increase access to bank loans, there can be a delay in access – and certification does not guarantee loan approval. Finally, farmers' land investment and production decisions are likely to depend on selling prices for commodities and their capacity to control these prices.³⁶ If there are no clear price advantages as a result of implementing GAP and/or

being certified within a short period of time, farmers may not see the benefits of it and rather perceive it to be a cost-burden.

3.5 Increased adoption of more sustainable and inclusive practices

42 companies have revised their company policies

2,615 employees in palm oil companies have improved working conditions

SLPI has made good progress in supporting companies to develop and implement sustainability policies (EQ 3.1,3.2). In LASR, consortium partners have supported palm oil mills to establish sustainability units, develop and/or enhance their sustainability policies, adopt an NDPE policy and implement better traceability practices. Landscape consortiums capacity building efforts have in turn contributed to many mills becoming ISPO certified (LASR, SPLP).

SLPI has made progress in supporting local companies to revise their policies to improve working conditions and foster gender inclusion (EQ 3.1,3.2). An increased number of labor representation structures (e.g. LKS Bi-partites) have been formed to foster structured dialogue to improve labor relations (Mosaik, SPLP). Incentives are in place, with some companies successfully developing LKS Bi-partites receiving awards from CNFI (SPLP), and others being incentivized to meet certification requirements for RSPO. More broadly, LASR and Mosaik reported (anecdotally) an increase in formal policies and practices to protect workers' rights in companies.³⁷ Other companies engaged in this evaluation claimed that they already had good practices in place prior to involvement in SLPI. Landscape consortiums have raised that progress for some companies is quite quick, while for others it takes more time. However, in the absence of data (company policies and practices) to validate these reports, for the most part the strength of evidence on changes resulting from capacity building efforts is weak.

During FGDs, smallholders highlighted the benefits of SLPI's support for companies and cooperatives on labor rights and gender inclusion (EQ 3.1,3.2). Positive outcomes included more formalized employment contracts, recognition of fair wages for seasonal workers, introduction of health screenings for workers exposed to chemicals and better PPE usage. It was also reported that women were more actively participating in training programs and decision making within farmer groups/cooperatives. However, overall the evidence is weak as the claims cannot be validated for the most part (except for Mosaik – whereby evidence was presented on health screenings).

Claims have been made that women’s participation is improving, however numerous barriers remain which constrain their involvement (EQ 3.1,3.2). Anecdotal evidence from KIIs and FGDs (LASR, Mosaik, SPLP) indicated women’s participation was improving via more gender inclusive company policies, more women in leadership roles and relevant trainings. However, the strength of this evidence is weak. Firstly, the majority of stakeholders engaged in this evaluation were men (thus inherent bias), and secondly, there is no company nor cooperative level data available on women in leadership roles, labor forum participation, training participation etc. to triangulate these claims.

While concerted efforts have been made in SLPI to enhance women’s participation, it remains low. For example, 30% of participants in Sustain Kutim’s training programs are women. In Mosaik, female participation in the MSF was 5-10%. In LASR, women comprise 17% of certified farmers, 18% of mapped farmers, and 19% of trained farmers participating in SLPI. In SPLP, 40 women across 3 groups have been supported through alternative livelihoods programming. Barriers to women’s participation identified in FGDs include: a lack of land ownership and financial access, unfavorable gender norms, and a limited number of women in leadership roles (SPLP, LASR). Farmers suggested bespoke programming for women farmers could enhance participation. In LASR, diversification programs for women have been regarded as promising.

3.6 Increased private investments into landscape programs

USD \$6,758,861.91 mobilized:

- LASR: USD \$2,758,832.5
- Mosaik: USD \$1,435,938.11
- SPLP: USD \$1,700,000
- Sustain Kutim: USD \$514,733

SLPI has mobilized significant investment into landscapes for the first phase, but ongoing funding commitments remain uncertain (EQ 4.3). Most landscapes have successfully secured funding from other donors and initiatives – such as large multi-national companies (delivering sustainability programs), government donors, private companies and specialist funds (e.g. RSPO). Sustainable production-related investments from multi-nationals are likely driven by broader pressures to comply with EU sustainability regulations. However, subprograms should also not over rely on these funds going forward, as there’s an ongoing risk of multi-nationals shifting their sourcing regions and priorities amidst increasingly volatile macro-economic and climatic conditions. In this respect, this poses a threat to the ongoing sustainability of SLPI (EQ5.2).

Some landscapes have successfully acquired ongoing investments from multi-national companies (EQ 4.3). Data indicates that to help gain funding, it is crucial for landscapes to firstly establish connections with potential funders (including with the support of SECO or other relevant partners), then work on building trusting relationships, and consider how SLPI activities can contribute to multi-nationals sustainability objectives (e.g. regenerative agriculture). Landscapes have also invited companies to meetings of relevant governance structures.

Securing investments from local companies in SLPI has been very limited (EQ 4.3). The long-term sustainability of SLPI hinges on facilitating investments from different sized companies (large, medium and small-scale) and origins (local and multi-national companies). However, local company investments to date have been mainly in the form of cash and in-kind contributions. There are multiple potential explanations for this. Firstly, sustainability policies are often devised at headquarters and rarely devolve to local branches, limiting the ability of local companies to increase investment in sustainable production and protection of natural ecosystems. Secondly, the level of awareness amongst local companies regarding certifications and sustainability policies is relatively low. Finally, often the benefits of these investments are not clear, at least in the short term. Regulatory pressure from the Indonesian and provincial governments has been raised as key to driver of company-level changes.

3.7 **Enhanced information and knowledge sharing of best practice across the sector and capacity uplift**

- **Engagements** between subprogram stakeholders and national and subnational governments – 183 attendees
- **5 x technical discussions on key topics** – 99 attendees
- **Annual Learning Event held (in person)** – 38 attendees
- **80% of SLPI survey respondents indicated they were very satisfied with the knowledge exchanges with their peers**

*2024 data only

Component 2 of SLPI aims to enhance information and knowledge sharing of best practices across landscapes, relevant government agencies and all other relevant stakeholders. The objective being to promote widespread adoption of best practices in both participating landscapes and informing future scaling efforts elsewhere.

UNDP's efforts have been critical in connecting and fostering learnings amongst landscape subprograms (EQ 3.1,3.2, 4.4). Interviews with landscape consortiums revealed

that there has been greater information and knowledge sharing amongst landscapes - facilitated by the SLPI Digital Group Community of Practice, communications channels (such as WhatsApp), knowledge sharing events and the ECA trainings. Landscape consortiums also shared that they greatly valued opportunities to connect in person, noting that the online forums could be draining at times. The Annual Learning Event (in-person) was positively received, with survey feedback indicating participants were engaged, and found the event to be high quality, effective and inclusive.

UNDP has helped to effectively bridge the connection between the national and sub-national levels of government (EQ 3.1,3.2, 4.4). All landscapes raised the critical importance of UNDP's role in brokering connections with the national government (e.g. through facilitating meetings) and ensuring national level policy alignment. UNDP has actively tried to be inclusive and maximise engagement from all stakeholders. It appeared that UNDP had undertaken considerable "behind the scenes" efforts to broker trust and maintain positive relationships with the national government. In turn, this has ensured SLPI has remained visible and relevant in the context of changing political leadership within CMEA, and strategically aligned with key national policy such as the National Action Plan on Sustainable Palm oil. However, it was raised that ongoing socialisation is required with the national level – particularly in light of recent policy shifts.

While training and materials were overwhelmingly valued by SLPI participants, landscape consortiums seek more contextually relevant training materials and technical assistance (EQ 3.1,3.2, 4.4). Landscape consortiums appreciated the innovative ECA content and delivery methods, highlighting that the training has helped them to foster greater communication and collaboration within the MSFs by creating a safe and trusting space. However, for some, ECA was regarded as not always being practical nor implementable at the local level. Thus, landscape consortiums have oftentimes adapted the content to their local context. UNDP concurred that sometimes ECA resources weren't as applicable to local governments given different terminology and dialects. Further, some landscape consortiums felt overburdened by the frequency and intensity of ECA trainings. While acknowledging scheduling challenges, some found it difficult to be as engaged in the online format compared to in-person events.

It was clear that landscapes would benefit from a reallocation of Component 2 resources – with more on-the-ground support from UNDP rather than at the international level (EQ 3.1,3.2, 4.4,7.1,7.2). Overall, the program structure has been quite well-received. However, it was indicated by landscape consortiums (and UNDP itself) that more local level UNDP support is required rather than at the international level (i.e. from UNDP FACS team) to support SLPI's execution on the ground. This would help to strengthen SLPI's connections

with the national government and landscapes (i.e. via better understanding of the cultural context and more opportunities for face-to-face engagement).

With greater on-the-ground presence, UNDP could play a stronger program oversight role going forward (7.1,7.2). This oversight role would focus on coordination, content delivery and technical support to landscape subprogram, and also involve strengthening programmatic connections with the related Green Commodities Program (GCP).

3.8 Monitoring, evaluation and learning

In each landscape, a data monitoring system has been developed (EQ 6.2). In LASR, a Landscape Improvement Dashboard has been developed for the MSF. Importantly, it is accessible to all stakeholders, there's a strong focus on government ownership, and the MSF secretariat has been trained on its usage. LASR advised that sensitive company data is shared on the proviso of confidentiality and de-identification. In Sustain Kutim, concerted efforts have been made to ensure alignment at the national government level with the National Sustainable Jurisdiction Indicator Reporting (SJI/IYB). In Mosaik, a monitoring and measurement framework has been developed to support the implementation of the jurisdictional level approach, and in SPLP, a digital landscape database has been launched.

A key barrier to credible measurement is the lack of a common framework to collect, monitor and report on data (EQ 6.1, 6.2). While a logic model was established at program inception, SLPI lacks an overarching ToC and has only recently in 2025 finalized 14 overarching KPIs that all landscapes are required to report on. Without a common MEL framework, landscapes have developed quite different and inconsistent approaches to monitoring and evaluation – including variable definitions of outputs, outcomes and KPIs. In turn, this has made it rather challenging to compare progress both within and across the four landscape subprograms over time. This challenge is amplified by the fact that several subprograms have modified their KPIs over time. Most subprograms have output focused targets across their KPIs (e.g. for ecosystem protection), but it is unclear how they align to the overarching SLPI programmatic log-frame, and how targets have been determined (i.e. the evidence base/rationale).

Current reporting approaches are very output focused and lack deeper insights (EQ 6.3). All landscape reports focus heavily on output metrics, for example, the number of trainings delivered, and/or % progress towards completion. Narrative based reporting in the existing Annual Report format somewhat lacks analysis and synthesis of results which makes it challenging to identify progress over time. Further, the current approach has somewhat constrained SECO's ability to make evidence-based decisions (EQ 6.4). Overall, simplified data reporting tables featured in the Annual Report Annexes are more digestible. In future, it

would be more informative for donors if reports' clearly outline key activities, outputs, outcomes (in line with the ToC) across macro-level topics such as adoption of GAP, gender and working conditions, and access to market and certification (ISPO/RSPO). This will enable donors to identify where SLPI has a unique value add and compare subprograms. Landscape consortiums should also be encouraged to enhance their MEL approaches with additional tools – such as post-workshop surveys to identify changes as a result of activities.

Company-level and farmer-level data on some key activities and outcomes are not available, which limits understanding of SLPI's impact (EQ 6.3). For example, company data on yield, price and wage increases. Without this data, it is difficult to ascertain the effectiveness of the program, for instance, the impact activities have had on increasing palm oil production, income, employment security, wages and GAP adoption.

Some landscapes regarded data collection to be extractive and time consuming (EQ 6.2). It must be acknowledged that data collection, analysis and reporting does become complex for landscapes with requirements to report against many KPIs from district, provincial and national government targets, NGOs, donors and companies – all of which may be slightly variable. In this respect, there is a need for SLPI to finalize its overarching ToC so that landscapes can embed it into their data collection approaches. The ToC also needs to be linked as closely as possible to government level indicators – to strengthen the alignment with policy and financial incentives.

4. Discussion and Conclusions

4.1 Coherence (EQ2)

Internal policy alignment and compatibility

SLPI aligns strongly with SECO's climate and development policy (EQ 2.2).³⁸ Firstly, SLPI is focused on mitigating harm to the environment and conserving biodiversity. Secondly, it is supporting adaptive measures to reduce greenhouse gas emissions (GhG). With almost half (49%) of Indonesia's GhG emissions coming from land use change and forestry, much of which is driven by agriculture,³⁹ it is appropriate SECO is targeting funds towards this area. SLPI's efforts to mobilize private funds also aligns well with SECO's climate policy's objectives.

SLPI aligns well with SECO's foreign economic policy strategy and SECO's Cooperation Program in Indonesia (EQ 2.1). SECO's Indonesia cooperation program focuses on 3 key goals: (1) policies and frameworks that drive prosperity, (2) competitive and inclusive human capital development, and (3) sustainable infrastructure and resilient urban development.⁴⁰ The strongest connection to SLPI is (1), which focuses on efforts to create a favourable

economic environment to attract investment, enhance market access and foster sustainable growth. Relatedly, in the Federal Council's Southeast Asia Strategy 2023–2026, Switzerland's priorities for Indonesia include a focus on fostering a competitive private sector by facilitating access to international markets (e.g. via certification) and advancing sustainable value chains. The findings of this evaluation showcase that ongoing, sustained investment is a key barrier to fully implementing SLA, and therefore the next phase of SLPI could consider strengthening the focus on co-financing for SLPI and stimulating market access.

External compatibility

SLPI complements other larger scale SLA programs funded by international donors in Indonesia (EQ 2.3). This includes the Sustainable Land Management Program (SLMP) led by Indonesian government in conjunction with the World Bank, and supported by other major donors such as the Australian Department of Foreign Affairs and Trade (DFAT) and Norwegian Aid (Norad)). The SLMP is delivered via a trust fund with the work either outsourced to NGOs or delivered by the World Bank itself. In the World Bank's view, SLPI plays an important and complementary role in stimulating private sector involvement in sustainable landscapes work, which is less of a focus of SLMP. Secondly, SLPI's added value is that it generates greater learnings of "on-the-ground" impact. In this respect, SLPI is uniquely positioned to generate learnings for other programs such as SLMP on the complexities of implementing national level policy at the provincial and district level, including appropriate funding allocation. In terms of fostering learnings, SLPI should consider the results of SLMP's Jambi Sustainable Landscape Management Project when they become available.⁴¹

In relation to stimulating co-finance, SLPI could draw learnings from the Sustainable Landscape Investment Partnership (SLIP)⁴² led by the Global Green Growth Institute – which focuses on mobilizing investments in sustainable landscapes – specifically, Natural Capital Asset (NCA). SLPI could also draw learnings from the Sustainable Landscapes Partnership (SLP) – delivered by Conservation International (funded by USAid and Walton Family Foundation) (now complete). The core focus areas of SLP are very similar to SLPI – thus elevating the potential for shared learnings. As a first point, UNDP should lead these efforts to strengthen programmatic connections.

SLPI landscape consortiums have faced some coordination challenges with other development partners delivering similar programs (EQ 2.3). In some cases, roles and responsibilities have been unclear, there's been misalignment in sustainability agendas and overlapping governance structures. This has led to inefficiencies and poor collaboration amongst stakeholders on progressing the SLA work. In Aceh, where IDH's Sustainable Palm Oil Program (Aceh) cuts across LASR, progress has been made to overcome this by setting up bi-lateral meetings, co-developing strategies and drafting MOUs between development

partners to ensure governance forums and strategies are aligned. There are arguably more opportunities for the two projects to work together and share mutual learnings, particularly on effective private sector engagement (as it's funded by PepsiCo and Unilever) and application of various verification models (SourceUp). In Mosaik, there were also challenges relating to building understanding and alignment with other actors. It was raised that several other local NGOs had insufficient and improper information about the jurisdictional certification initiatives. These findings further elevate the importance of Component 2's efforts to build stronger awareness and communities of practice to avoid duplication of efforts.

SLPI could be strengthened by reflecting on learnings from similar SECO funded programs (EQ 2.3). Gender inclusion is a key priority for Swiss economic cooperation and development policy in Indonesia. SECO could draw upon learnings from several previous projects to enhance SLPI.⁴³ For example, the Sustainable Cocoa Production Program – exploring factors which supported it to achieve productivity and income increases (and how this was correspondingly measured over time), and lessons learnt around the need for crop diversification and greater private sector involvement (e.g. through the provision of full-service packages for farmers).⁴⁴

SLPI's alignment with Indonesian government policy is good (EQ 1.2). The national government advised that SLPI aligns strongly with the National Action Plan for Sustainable Palm Oil (RAN KSB) (Presidential Instruction No.6 of 2019), and was effectively embedding this policy at the ground-level. It also appears that SLPI is well aligned with National Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Nasional RPJMN) for the period 2025-2029 – which has a focus on developing and increasing the productivity of agricultural land. By seeking to address deforestation and reduce emissions from land use, SLPI also aligns well with Indonesia's climate change targets to achieve its Vision 2024 and reach net zero emissions by 2060. However, there were opportunities to strengthen connections with the provincial and district level governments to ensure national regulations were effectively translated and applied at the local level (e.g. STDB). UNDP could play a stronger role in this respect.

Conclusion: The **coherence** of SLPI can be regarded as **satisfactory** – aligning well with internal SECO policy, other landscape initiatives and Indonesian government policy, with opportunities to improve coordination of sustainability efforts at the local level.

4.2 Effectiveness (EQ3)

Achievement of program objectives and progress towards outcomes

Overall, good progress has been made towards setting up the foundational elements required to achieve the program objectives. MSFs have been set up and are operational,

mapping and planning activities have been undertaken to conserve natural ecosystems, training on GAP has been delivered to work towards more sustainable agricultural production, and certification and diversification efforts are laying the foundations for future income opportunities for local communities. However, as outlined above, it is difficult to ascertain SLPI's effectiveness in terms of outcomes given the lack of outcomes-based data collection and reporting.

No unintended effects of SLPI were identified through this evaluation. While data was broken down by various beneficiaries (government, private sector, smallholder farmers), data was overwhelmingly not available on how the activities specifically impacted sub-groups (e.g. women, youth). Therefore, overall, the extent to which the program delivery has been equitable cannot be determined. Secondly, it is arguable that there was a strong male bias in the available FGD data, with very minimal female participation (12% of smallholder farmer FGDs, 8% for government and 0% for private sector engagement). This is despite female farmers making up a considerable proportion of total farmers.⁴⁵

Conclusion: The **effectiveness** of the program can be regarded as **satisfactory** – with a range of foundational activities delivered across Components 1 and 2 of SLPI. However, a major shortcoming must be highlighted; for some programmatic outcomes (e.g. governance, ecosystem protection, knowledge exchange) there is a good level of evidence that progress has been made, however, for other outcomes (more production, more sustainable production, inclusive practices), the evidence on effectiveness is very weak due to the lack of outcomes-based reporting.

4.3 Relevance (EQ1)

Responsiveness to needs, policies and priorities

From the outset, there was very high demand for SLPI, with a large number of applications received in response to SECO's Call for Proposals. For the most part, feedback on SLPI from farmers, government and the private sector has been very positive, with the majority seeking continuation and expansion of the program. SLPI has been sensitive and responsive to the local Indonesian context through the adoption of a decentralized programmatic delivery approach (EQ7). Landscape consortiums and associated consortium partners are based in Indonesia and are better able to tailor each of their programs to meet the local social, political, economic and environmental context (EQ7). Secondly, the consortium-based delivery approach is a strength from a quality standpoint, with each SLA activity delivered by an organization with the necessary in-house expertise (EQ7). However, one of the downsides of the very flexible nature of SLPI's design is that it's somewhat difficult to compare progress across the subprograms.

Quality of design, sensitivity and responsiveness to the context and capacities of beneficiaries

SLPI is a unique test case – in that it's the first time SECO has implemented a bi-lateral landscape program in Indonesia. SLPI's design was informed by SECOs learnings from its Indonesian Sustainable Cocoa Production Program, the GCP and collaboration with IDH. These strong foundations of investments into sustainable commodity efforts in Indonesia likely helped SECO generate strong program buy-in from the outset. Nevertheless, as advised, a ToC from program inception would have supported more rigorous and insightful monitoring, evaluation and learning efforts in Phase 1.

Adaptation over time

There is evidence that subprograms are adapting their programs over time to meet the needs of their beneficiaries. For example, in LASR, while landscape consortiums initially trained temporary government contractors in GAP, they switched to training cooperatives instead to ensure greater long-term sustainability. For Component 2, there has also been a strong willingness on UNDP's part to adapt program delivery to meet the needs of landscape consortiums – including modifications to the ECA approach.

Conclusion: The **relevance** of the program can be regarded as **highly satisfactory** – adopting a decentralized delivery approach has ensured the program meets stakeholder needs.

4.4 Efficiency (EQ4)

Economic efficiency

Across the landscape subprograms there is variability in expenditure, but most landscapes have remained within their planned budgets year on year. Some reported internal auditing processes (Sustain Kutim), while others conducted external audits (Mosaik). While all subprograms have activity-based budget plans, not all reported on the *actual* percentage of budget spent each year. Secondly, it must be noted that due to limited data availability and scope, the evaluation team have not conducted a cost-benefit analysis. Going forward, to better inform donors on economic efficiency, it would be beneficial for landscapes to report on planned/vs expended budget, budget adaptations and provide an explanation of why there was an over/underspend as well as any implications.

Operational efficiency

All subprograms have workplans in place supported by solid governance structures (represented via organograms) to guide program delivery. There is variability in the level of rigor and detail of workplans – with some more rigorous in terms of accountability, allocation

of resources, and timeframes, and others are more high level. But no consistent monitoring and evaluation framework is used across SLPI to track implementation progress.

According to SECO, the set up and monitoring of SLPI in its first phase required was resource intensive. The expectation is that a potential phase 2 would be more streamlined now that ways of working are in place and relationships established. SECO expects UNDP to be a strategic technical and information intermediary between themselves and the landscape subprograms that can provide an overview and analysis of the landscape work. Overall, SECO has found communication with landscapes to be quite effective, engaging once per month with UNDP and twice per year with landscape. Going forward it will be helpful to have clearer, more streamlined reporting so that SECO can effectively communicate SLPI's overarching impact to stakeholders.

Timeliness

Most subprograms appear to be delivering activities in the appropriate timeframes as planned for phase 1 of SLPI funding. Annual Reports highlight high-level achievements across each year, with most documenting planned vs. achieved results – predominantly on an output basis whereby it is possible to identify positive change over time. Some landscapes reported that mapping and land tenure activities can be very lengthy, resulting in some timeline and budget expenditure delays.

Conclusion: The **efficiency** of the program can be regarded as **satisfactory** from an output standpoint – with most activities delivered within the appropriate planned timeframes. However, related to the finding on effectiveness, a major shortcoming is the inability to concretely identify several outcome-level changes resulting from the activities – which in turn jeopardizes the level of confidence in the program's efficiency.

4.5 Sustainability (EQ5)

Firstly, it should be acknowledged that most landscapes in KIs expressed that implementing SLAs takes time, particularly given the heavy focus on building up governance systems and trust between a large range of partners.

Capacity and resilience development

A major constraint will be local government capacity over the medium to longer term to drive the SLA work (EQ5.1). It was consistently raised that despite goodwill, local government ownership of the MSFs and engagement in SLPI activities was constrained by limited funding, resources and capacity, with high turnover of both civil servants and politicians and/or overreliance on specific individuals. Even despite significant SLPI funds having been allocated towards building local government's capacity – ownership remains poor. In the absence of greater government ownership and involvement in SLAs, MSFs may not be sustained in the longer term, and other critical activities such as STDB issuance will

be delayed, in turn delaying certification efforts. Further, from a scan of the documentation, very minimal local government funding has been allocated towards programmatic activities and it seems unlikely this will change in the near future. Despite this, there are hopeful signs in some landscapes such as Seruyan District in Mosaik, where the government is expected to lead efforts in the near future due to clear sectoral leadership and responsibilities of various government departments coupled with budget allocation.

Similarly, the current participation and investment from local companies in SLPI remains insufficient to support SLPI's long-term sustainability (EQ5.2). Some companies engaged were involved in SLPI programming efforts, while others were not. No local companies engaged provided direct funding to SLPI. However, some provided indirect investments, mostly those required for certification. Investments from mills and larger buyers in certification of independent smallholders is crucial, as feedback indicated smallholders will not invest in self-certifying without guaranteed market access.

National level policy changes may jeopardize program sustainability with shifting funding priorities (EQ 5). The new government is also bringing significant policy changes to land and forest administration – with two separate ministries being created, which may also slow down processes and increase policy inconsistencies. Secondly, concerns were raised that the new food and energy security policy agenda may potentially pose challenges for SLPI's ecosystem protection efforts, as new policies are introduced permitting deforestation for crops such as rice and sugar cane.⁴⁶

Financial sustainability

Thus far there has been heavy reliance on SECO co-financing to deliver SLPI (EQ5). Minimal funding has been provided by local and provincial governments, and stakeholders advised that mobilizing funds from the national level down can be highly complex due to the allocation processes through various government agencies. More broadly, the donor landscape is shrinking given broader macro-economic uncertainty and budgetary pressures. Nevertheless, with key regulatory regimes such as EUDR coming into force in late 2025, there is hope multinational companies will continue investments, including in key commodities such as palm oil.

Going forward, it's arguable that more concerted and targeted efforts are needed to help mobilize multi-national private sector finance (EQ5.2) (see recommendation 6). It is understood the SLPI team within SECO has already put considerable effort into mobilizing finance from Swiss companies for SLPI, but there's been a reluctance from some to invest, particularly where they've switched sourcing to other countries with more favourable market conditions.

Conclusion: The **sustainability** of the program (in this first phase) can be regarded as **satisfactory** given that landscape approaches take time to implement – however, a major shortcoming is that there still appears to be very heavy reliance on landscape **consortiums** driving the work, challenges with government capacity and securing alternative funding sources (including from the private sector) which will need to be urgently addressed in Phase 2 to ensure the longer-term sustainability of SLPI.

4.6 Strategic focus going forward and funding prioritization to enhance long-term sustainability of SLPI (EQ 8.4, 8.6)

SECO seeks to be a foundational funder of the SLA approach in Indonesia and it is very uniquely positioned to generate local insights from multiple regions, that can in turn generate learnings to scale the SLA approach in other parts of Indonesia.

Following the considerations about funding prioritization above, going forward SECO should consider whether it seeks to maximize impact at scale (e.g. supporting more villages in each subprogram) on the foundational elements of SLAs (listed below), or invest in a lesser number of smallholders through the entire process.

In a budget constrained environment, it will be important for SECO to prioritize funding towards SLA activities that deliver the greatest added value, align with its climate and foreign policy, and sit within SECO’s core competencies and remit as an institutional donor. Based on this evaluation’s findings, it is arguable that the most valued-added (and foundational) activities for SECO are:

- building strong governance systems and local government capacity to drive the work in the longer term (Rec 1)
- mapping and land use planning (facilitated by expert NGOs) (Rec 2),
- supporting smallholders to gain land tenure and resolve conflicts (fundamental prerequisites to certification) (Rec 3),
- stimulating investments (Rec 6)
- supporting credible measurement (M&E) and communities of practice (Rec 8).

The activities above have been flagged as high priority for two key reasons. Firstly, as an apolitical institutional donor with no *direct* economic benefits from the supply chain, SECO is well suited to fund some of these foundational elements which might not be priorities for others (e.g. companies), and/or where the government currently does not allocate sufficient resources. Secondly, these activities align with what has been identified as the core criteria for “Mature landscape initiatives”.⁴⁷ In a cost-constrained environment, funding towards these activities could be prioritized over GAP trainings, labor reforms, and certification efforts

which are more likely to be funded by multi-national companies as part of efforts to strengthen their supply chains and ensure compliance with sustainability regulations.

A participatory ToC development process with all landscape subprograms conducted in advance of phase 2 will be key to generating alignment on the critical activities that SLPI should fund as an overarching program. For example, several subprograms deliver quite specific activities (e.g. specialist research studies) that do not neatly fit within SLPIs remit and thus could be better funded by other co-financiers.

5. Recommendations

Recommendations pertain to phase 2 of SLPI and have been prioritized and allocated to various stakeholders to progress.

1. Continue to build strong, sustainable and inclusive MSFs

Responsibility: Government to lead supported by landscape consortiums

Priority: Very High – An appropriate, high functioning governance structure driving SLA is crucial towards its longer-term sustainability.

1.1 Enhance inclusion – hold workshops to clearly define the MSF structure, roles, responsibilities and rules; provision of regular updates; actively seeking stakeholder perspectives; facilitating in-depth discussions on program/work plans and in person engagement.

1.2 Conduct a needs-assessment to understand how to best enhance local company involvement in SLPI. This extends to participation in activities and determining what needs to be in place to drive financial investments (related to rec 6.1).

1.3 Landscapes should convene to define institutionalization and what is needed to work towards it. In some landscapes, this may involve establishing an independent legal entity (e.g. association), although the risks of jeopardising longer term government ownership would need to be considered. Another option could be to explore embedding in-house MSF secretariat within governments. Most importantly, these discussions need to consider longer term human and financial resources required – and garner long term financial commitments from various parties.

1.4 Ensure the MSF secretariat is comprised of government personnel to drive ownership.

1.5 Ensure local government has a clear leadership role on the MSF and working groups – and identify local government champions.

2. Continue to undertake inclusive land mapping and monitoring, and drive cost-efficiency via by leveraging digital technologies

Responsibility:

- Mapping efforts (landscape consortiums) in collaboration with government; (2.1, 2.3, 2.4)
- Land conflict process and management to be led by government (supported by landscape consortiums), in liaison with companies and smallholders (2.2)

Priority: High – Mapping efforts are a crucial pre-requisite to achieving certification and better land conservation and management. Where land zoning is uncertain or undefined – poor land management is more likely to occur (e.g. deforestation).

2.1 Mapping and demarcation activities should be inclusive from the outset – ideally adopting a participatory approach (e.g. PLUP).

2.2 Land conflict and incentives: build consensus and alignment on the consequences of breaching pre-defined agreements: Clear protocols need to be in place and consequences for breaches. If not, SLPI should explore what incentives should be leveraged to ensure communities engaged do not breach agreements, and work with government on what the role is of programs such as SLPI in raising issues and sanctioning local communities / companies that have breached agreements.

2.3 Ring-fence specific budget for monitoring: Given protecting landscapes (including via reducing deforestation) is a key objective of SLPI, it is important that monitoring funds are sufficient, given this is instrumental to the success of SLPI.

2.4 Mapping and monitoring efforts should be supported by modern technologies. Landscapes should be encouraged wherever possible to leverage digital tools such as remote sensing to drive cost-effective mapping and monitoring of land use change. Investments in field verification should be targeted, and communities should not bear the cost.

3 Strengthen land tenure processes via driving efficiencies in STDB issuance, continue to strengthen certification efforts by raising awareness and building the business case for it for all stakeholders

Responsibility: Government – all levels (STDB); landscape consortiums and companies (certification), UNDP to facilitate government connections.

Priority: Very High – Strengthening land tenure is a pre-requisite to certification. Certification is a major priority of SLPI as a way to increase income and ensure sustainable production.

3.1 Support efforts to simplify and streamline the STDB process to ensure it is more effective, efficient and sustainable in the longer-term. External research has shown that the STDB has been applied in an overly burdensome way at the local level in Indonesia.⁴⁸ Ultimately, now and in the longer term, STDB sits within the remit of government's role and responsibility, with landscapes providing short-term capacity uplift. Lessons could be learnt from Sustain Kutim – where the East Kutai government has a streamlined system to process STDB.

3.2 Promote certification to smallholders as a viable pathway to income generation.

For this to be effective, strong evidence must be provided to smallholders on the link between certification, market access and price premiums.

3.3 Encourage companies to provide more conducive and incentivizing environment for farmers to become certified. More favourable conditions are a pre-requisite to the success of certification. Without incentives, smallholders are unlikely to self-certify, particularly given the complex processes, costs and high risks. To create a more conducive environment, from a sourcing perspective - companies can offer: (1) guaranteed offtake, (2) long term off-take agreements, (3) advanced payments ahead of harvest.

4 Strengthen GAP training

Responsibility: Private sector in conjunction with landscape consortiums

Priority: Moderate – GAP training has proved to be well received by farmers and important to certification and achieving sustainability outcomes. Wherever possible, landscape consortiums should explore company co-financing options for GAP training.

4.1 GAP training programs should be relevant and delivered by skilled trainers. Owing to differences in topography, soil quality and other contextual factors, training programs should be contextualized and provided by skilled experts (e.g. with science training). Practical guidebooks and resources should also be disseminated to support ongoing implementation. Aligning GAP training to support generational transition in agriculture was also perceived to be important by farmers.

5 Stimulate efforts to foster more gender inclusive practices and stronger labor protections via trainings and capacity uplift with companies

Responsibility: Landscape consortiums in conjunction with private sector

Priority: Moderate – SLPI's work is important towards building more sustainability oriented local companies, and ensuring they're on track to be certified. However, allocation of resources (i.e. SLPI support) should be targeted towards companies most in need of capability uplift. Ideally, in the longer run companies drive and self-fund labor and gender inclusion efforts due to regulatory forces.

5.1 Adapt labor and gender rights trainings to align with local companies needs and follow up to track implementation progress. It is important that companies feel some ownership of the process and initiative. Follow up with companies (and where possible employees) to gauge progress post-training and mentoring.

5.2 Prioritize women's specific programming to increase participation in SLPI. Training could be on leadership, sustainable agriculture and business management.

5.3 Consider how women's participation and leadership within governance mechanisms including the MSFs and cooperatives that SLPI support can be maximised. This could include through conducting separate meetings with female

representatives to discuss opportunities they see within the existing cultural norms and context. Lessons could be learnt from Mosaik – where around 75% of some cooperatives board members are women.

6 Stimulate investment into landscapes

Responsibility: Landscape consortiums

Priority: High – The longer-term sustainability of SLPI relies on finance from both the public and private sectors, with reduced reliance on donor funding.

6.1 Landscapes should continue to allocate specific internal resources towards fundraising and partnerships and investigate innovative financing. Lessons could be learnt from Mosaik which have a dedicated team working on funding acquisition. This work should be driven by the MSFs – and SLPI and companies could pilot new solutions. Lessons can also be learnt from SPLP’s efforts on innovative financing. Funds from the Forest Conservation Funds, corporates and RSPO should continue to be explored.

6.2 Enhance awareness about the benefits of investing in SLPI by presenting a strong business case to companies and other funders. This includes providing tangible evidence on increased market access (to international buyers), higher price premiums, reputational incentives, supply chain security, ability to unlock green finance, operational efficiencies through sustainable practices (waste reduction), potential for improved quality by helping smallholders to adopt best agricultural practices, regulatory compliance and risk mitigation. The business case should be accompanied by other implementation documents such as a marketing strategy, communications plan, etc.

6.3 Enhance public finance and access to government subsidies. This is particularly in relation to elements within government’s remit – such as the MSFs, monitoring and verification efforts, STDB issuance, agricultural inputs and ISPO auditor training. Unfortunately, a key revenue source from the central government - the Palm Oil Profit Sharing Fund (DBH)⁴⁹ has recently been suspended (February 2025) which provided funds for many initiatives including STDB issuance and ISPO auditor training. In this respect, SLPI will need to explore leveraging other funds, for example from the Ecological Fiscal Transfer. Government social assistance programs should also be leveraged. Lessons could be learnt from Sustain Kutim’s dedicated workstream on stimulating access to public finances and incentive schemes, and its role in a forum which coordinates the distribution of company CSR funds.

6.4 Explore innovative financing options

This could include how the program could benefit from access to carbon market credits for ecosystem protection, co-financing from development finance institutions to strengthen cooperatives and corporate co-financing models for GAP training (linked to sustainable sourcing contracts and certification schemes).

7 Continue investing in Component 2 to strengthen policy connections, knowledge sharing while reallocating the majority of resources to the local level

Responsibility: UNDP

Priority: Moderate – Further training content should be novel and meet the needs of stakeholders. Prioritization should be given to in-person events and building connections between local and national level actors, as well as expanding the remit to foster connections with multinational companies - leveraging UNDP's large network.

7.1 Training should be targeted and prioritise in-person engagement where possible.

ECA training materials should be contextualized to meet local needs. There should be an appropriate balance of online and face-to-face engagements. 1-2 large face to face gatherings of all landscape consortiums and key stakeholders per year is recommended.

7.2 Redirect UNDP resources to the local level to maximise on-the-ground

implementation and enhance technical support. Sufficient resourcing should be available to provide greater technical assistance to subprograms, and also deliver to MEL activities. Local staff should also be able to strengthen the relationships between the project and the national level government.

7.3 UNDP to take on a stronger programmatic oversight role, and strengthen connections with GCP and other sustainable landscapes programmes in Indonesia.

This includes acquiring learnings from SLMP, SLP and SLIP.

8 Strengthen monitoring, evaluation and learning (MEL) approaches to enhance understanding of progress and communications on program achievements

Responsibility: UNDP should lead this work, landscape consortiums organizations to implement.

Priority: Very High – The lack of a common framework has made it difficult to understand and communicate the impact of SLPI. Further, it is crucial towards securing co-financing and ensuring the program's longer term sustainability.

8.1 Develop an overarching MEL Framework. This should be done through several participatory workshops with all landscape consortiums collectively to promote alignment.

- *Develop ToC.* Crucially, the ToC should have prioritised outcomes chains (i.e. short-, medium-, long-term) so it is easier to track progress over time and communicate the story of change.
- *Develop indicators (KPIs) for ToC outcomes.* KPIs should align with key government metrics and any other major frameworks used including by corporate partners (e.g. SBTi, SBTN, GRI, TNFD) - ideally to reduce reporting burden in the long-run. Building on the 14 KPIs agreed to be used for this mid-term evaluation, SLPI needs to add

additional KPIs that cover both outputs metrics (e.g. no. workshops delivered) and outcomes metrics (e.g. perceptions of workshops and resulting behaviour change). For example, key additional metrics might include: adoption of GAPs, intensity of GAPs (i.e., do they do the practices the stipulated number of times a year), quality of GAPs adopted (i.e., do they adopt them correctly? E.g., pruning a tree is not in itself good; it needs to be pruned correctly). Building consensus on the definition of the key KPIs is also critical – for example, consistent methods of calculating income change.

- *Data collection and storage.* Uniform methodological approaches on collecting, cleaning, processing and storing data are needed. Data should also be disaggregated (e.g. by location, age, gender) and ideally, collected on comparison groups (e.g. non-SLPI farmers) to make deeper assessments of SLPI's impact.
- *Develop approach to ongoing monitoring of data* (e.g. workshops, presentations, activity reports).
- *Develop new reporting templates.* The existing Annual Report template should be upgraded to align with the key activities, outcomes and KPIs.
- *Develop final evaluation approach.* Include high level methodology, evaluation questions – aligned to DAC and other key priorities for SECO.

8.2 Strengthen financial reporting requirements. The Annual Report template should be updated to make financial reporting easier for landscapes and more digestible for readers to see budget vs. spent and trajectory over time. This should be updated as part of the process to update the Annual Report template (Rec 8.).



Mid-term Evaluation – Sustainable Landscape Program Indonesia

For SECO

7/2/25



Evaluation by NewForesight and Circle Indonesia

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Annex 1 - Subprograms overview

LASR (Aceh)

The LASR program led by Swisscontact is being delivered in Aceh province across three key districts; Subulussalam (114,000 ha), Singkil (191,000 ha), and Aceh Tenggara (418,000 ha) (Figure 4). Earthworm Foundation (EF) and Koltiva are the key co-delivery partners. The three districts are diverse, and include islands, lowlands and undulating, hilly mountains.¹ Palm oil is the top commodity in Aceh, with plantations covering around 421,820 ha. Other major commodities include rubber, coconut, nutmeg, cocoa and sugar palm.

The priority issues the program seeks to address are traceability, certification, land legality, productivity, environmental degradation and farmers' livelihoods. LASR builds off pre-existing collaboration between local communities, governments and companies in the province, including the prior establishment of a multi-stakeholder forum (MSF) – with EF driving a lot of this work. Major companies involved in sourcing and supporting landscape work in LASR include Mars, Hershey's and Nestle Givaudan, GAR – Golden Agri Resources, Reckitt, and Sugata (Cocoa).

LASR has two key focus areas – adopting a multi-crop approach across palm oil and cocoa:

(1) Application of the Jurisdictional Landscape Approach at District

Level – brings together district level stakeholders – with the objectives to build local government capacity, improve planning skills to manage the land use more sustainably and catalyze collaborative efforts that eventually reduce deforestation.

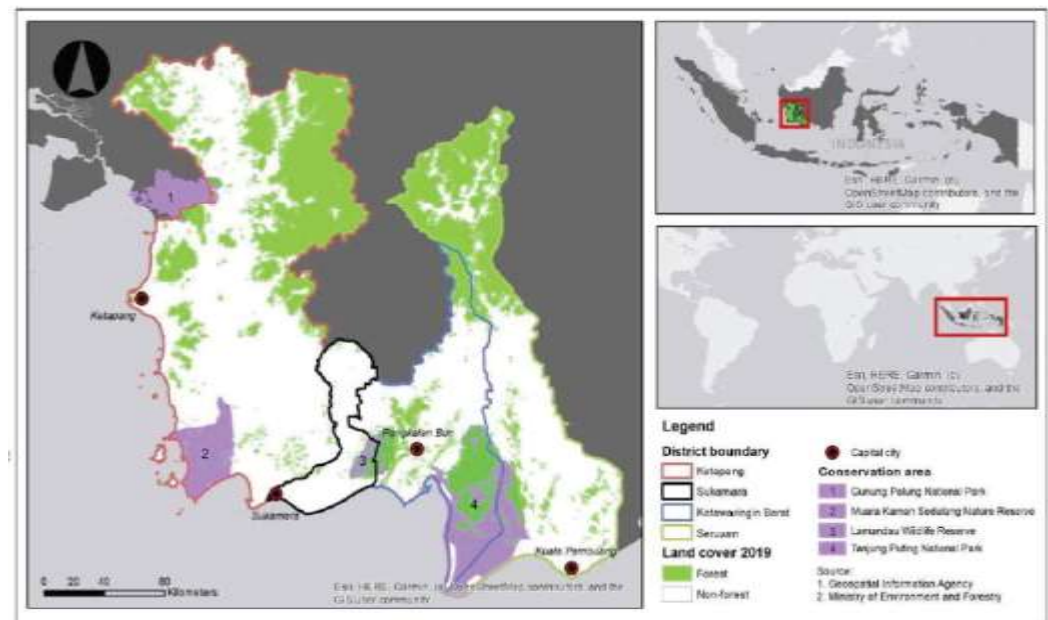


(2) Integration of smallholder farmers into sustainable supply chains – focuses on improving sustainable production in the landscape – including by capacity building and uplift support and improving company norms.

Key challenges LASR seeks to address include: improving traceability, certification, land legality, productivity, reducing environmental degradation and poverty to improve farmers' livelihoods.

Strengthening and Scaling the Mosaik Initiative (Central and West Kalimantan)

The Mosaik Initiative is led by Kaleka and is being delivered in conjunction with HCVN, FPP, CNV-I and Oil Palm Farmers Union. It is being conducted in Central and West Kalimantan provinces across four districts; Seruyan (1.5 million ha), Kotawaringin Barat (950,000 ha), Sukamara (327,000 ha) and Ketapang (3.02 million ha) (Figure 5). The four districts covered by Mosaik are diverse, and include coastal mangroves, peatlands, lowland forests, waterways, central plains and low hills (mostly rainforest converted to agriculture) and higher mountainous areas with tropical rainforest.¹ Palm oil is one of the key commodities in Central Kalimantan and continues to hold significant export value.¹ Other major commodities include cacao, rubber, wood, coffee, nuts (coconuts, hazelnuts, betelnuts) and spices.¹ Major companies operating in the region include Minamas Group, Musirawas Group and Triputra Agro Persada Group.



Mosaik is designed to apply an RSPO jurisdictional approach to sustainable commodity production within districts to protect and restore ecosystems at the landscape level for enhanced environmental and social outcomes. It aims to accelerate the

process of jurisdictional certification in Kotawaringin Barat and Seruyan districts, and initiate the process in Sukamara and Ketapang districts. Mosaik has four overarching thematic areas it is working on:

- 1) Establishing a multi-stakeholder platform
- 2) Reducing deforestation
- 3) Protecting human rights and
- 4) Developing sustainable farming systems.

Sustain Kutim (East Kalimantan)

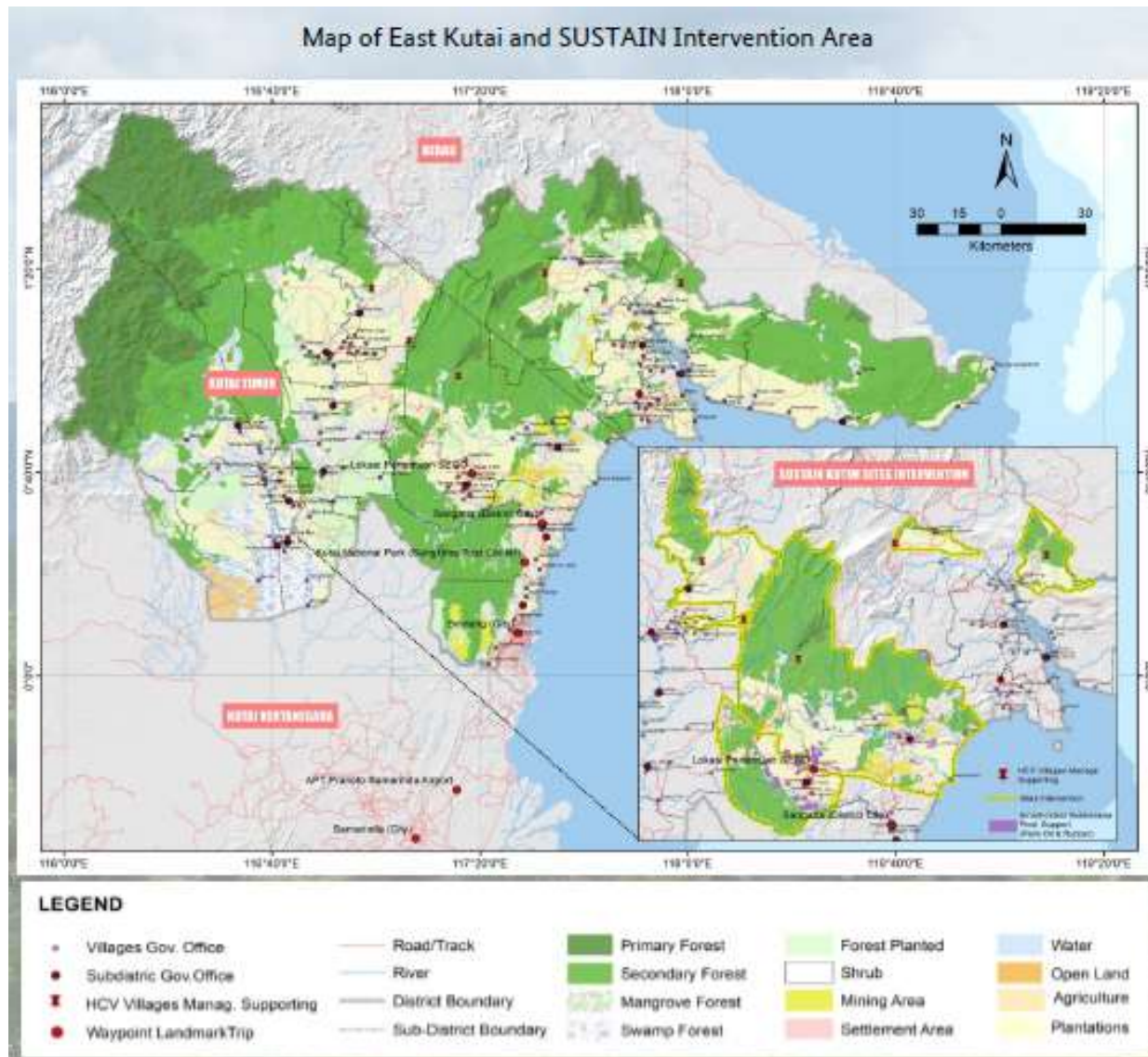
The implementation of Sustain Kutim is led by GIZ and delivered in partnership with Proforest and TAL. The subprogram is situated in East Kalimantan (3.5 million ha) (Figure 6).¹ The landscape is a mix of lowland and highland, characterized by wetlands, karst, mangroves, coral reefs and encompasses habitats of critically endangered species. Palm oil is the major commodity in East Kalimantan covering 1.2 million ha and provides significant local employment in the province.¹ Other major commodities include rubber, wood and spices. Major multi-national companies supporting Sustain Kutim include Nestle, Pepsi Co, Barry Callebaut and McDonalds.

The objective of Sustain Kutim is to strengthen the capacity of the East Kutai District Government, local communities, smallholders, workers, and plantation companies to cooperate and promote a sustainable transformation of the plantation sector, focusing on palm oil and rubber production. Sustain Kutim has four key activity areas:

- 1) Promoting the establishment of an MSF, credible and inclusive monitoring, and institutional governance setup
- 2) Protection of High Conservation Value (HCV) areas
- 3) Tenurial and operational legalities, and
- 4) Sustainable production.

Key challenges Sustain Kutim seeks to address include: significant deforestation linked to palm oil plantation development, insufficient support for smallholders and workers and weak governance of the landscape.

Map of East Kutai and SUSTAIN Intervention Area



Scaling up Sustainable Palm Oil Production in Siak and Pelalawan (SPLP) (Riau)

The implementation of SPLP is led by Daemeter and delivered in partnership with Proforest and Jejak. It is delivered in Riau province across two districts; Siak (855,000 ha) and Pelalawan (1.3 million ha) (Figure 7). The landscape is characterized by flat lowlands, peatlands (55%) and mangroves. The districts are also home to important social and environmental values, including Zamrud National Park, Siak Giam Kecil-Bukit Batu Biosphere Reserve, Teso Nilo National Park and the carbon-dense Kampar Peninsula spanning both districts. Around 465,795 ha of forest remains.¹ Approximately 706,205 ha of palm oil is cultivated, 50% of which is produced by smallholders, and there are 51 palm oil mills.¹ Other major commodities include wood (pulp and paper production), mining (natural gas, petroleum), rubber, rice, tea, tobacco, sugarcane, coffee, cocoa, maize, nutmeg, soybean and fish.

Major multi-national companies supporting SPLP include Nestle, Cargill, Danone, Golden Agri Resources (Sinarmas group), Musim Mas, PepsiCo, Unilever, and L'Oréal – all of which participate in the SPLP Coalition.

SPLP delivers activities across four key outcomes areas:

- 1) Forests, peatlands, and natural ecosystems are protected and enhanced
- 2) The livelihoods of smallholders and communities have improved
- 3) Palm oil is produced with respect for human rights
- 4) Multi-stakeholder partnerships are functional and provide clear governance and reporting on sustainable palm oil production in the districts.



Key challenges the SPLP program seeks to address include: deforestation – with two-thirds of the forest in Riau having disappeared in the past two decades, most of which has been converted into palm oil plantations and tree farms for the pulp industry. Major forest fires are also a major issue.

Annex 2 - SLPI Outcomes and KPI Framework

The table below aligns the headline SLPI outcomes to the headline subprogram level outcomes.

Component	SLPI Headline Outcomes	Subprogram level outcomes			
		LASR	Mosaik	Sustain Kutim	SPLP
1 – Landscape subprograms	Outcome 1a Strengthened institutional frameworks and governance around sustainable agriculture	Multi-stakeholder platforms are fully functioning and institutionalized	Enhanced multi-stakeholder platform and management	Creation of functioning multi-stakeholder platform and management Strengthened land security of local communities	Improved district policy and plans
	Outcome 1b Increased protection of natural ecosystems	Increased protection of natural ecosystems	Reduced deforestation	Conservation and sustainable management of natural ecosystems	Increased protection of natural ecosystems
	Outcome 1c Increased agricultural production and adoption of sustainable practices	Sustainable production and landscape management by smallholders	Sustainable farming systems	Increased adoption of sustainable landscape approaches by local partners	N/A?
	Outcome 1d Increased income opportunities for local communities	Well governed and managed sustainable landscape	Human rights in commodity supply chains, and their surrounding landscapes, are protected Land rights	Increased income, employment and sustainable production	Smallholder communities empowered
	Outcome 1e Increased private investments into the landscape areas	Private sector investment & commitment increased for sustainable production and improved landscape management	No outcomes	No outcomes	No outcomes

2 – Program Support Structure (UNDP FACS)	Outcome 2a Enhanced information and knowledge sharing of best practice across the sector and capacity uplift	# of best-practices codified and shared, leading to adoption in other regions and/or other countries	
Important to note: As this evaluation is of the SLPI program as a whole, the report focuses on reporting progress against the SLPI outcomes (column A) and 14 x SLPI KPIs (column B). However, since the subprograms have all reported on specific landscape level KPIs (column D) – we did review these and in turn this data has been analyzed to support the findings of this evaluation.			
LASR - Aceh			
A	B	C	D
SLPI Outcomes	SLPI KPIs	Landscape outcomes (expected change)	Landscape KPIs
Outcome 1a: Strengthened institutional frameworks and governance around sustainable agriculture	# of supported multi-stakeholder platforms which are fully functioning and institutionalized	Multi-stakeholder platforms are fully functioning and institutionalized	# groups established (working groups, forest stewardship, certification) # measures implemented (meetings/workshops) and number of stakeholders participating # planning documents (e.g. MOUs, jurisdictional and collective action plans etc.) on sustainable land use (district and village level) # communications updates to stakeholders on initiatives # dashboard developed and utilized to monitor results

Outcome 1b: Increased protection of natural ecosystems		Natural ecosystems are designated for conservation	% of land in LASR landscape under sustainable management # hectares of natural ecosystem areas under sustainable management # village regulations issued for PLUP # villages with final report of participatory land use plans (PLUP) established # tenurial system and conflict identified
Outcome 1c: Increased agricultural production and adoption of sustainable practices		Farmers, agricultural workers and companies have greater capacity and adopt sustainable practices	# farmers trained in and # adopting good agricultural practices (GAP) # farmers supported in land tenure of certification documentation ISPO certification progress # traceability adoption # ha of smallholder plantation areas with land legal tenure # Palm oil companies with improved norms; improvements in sustainable production practices
Outcome 1d: Increase income opportunities for local communities		No specific outcome	# workers facilitated with improved working conditions

			# farmers have been active in crops diversification or agribusiness
Outcome 1e: Increase private investments into the landscape areas		Private sector investment and commitment increased for sustainable production and improved landscape management	Increase in # of Swiss-linked companies buy in the project implementation by the partnership and/or joining the MSF
Mosaik – Central and West Kalimantan			
SLPI Outcomes	SLPI KPIs	Landscape outcomes	Landscape KPIs
Outcome 1a: Strengthened institutional frameworks and governance around sustainable agriculture	# supported multi-stakeholder platforms which are fully functioning and institutionalized	Enhanced the multi-stakeholder platform and management	# of supported multi-stakeholder platforms established and operationalized Certification model is refined (research conducted, meetings held, application of guidelines, establishment of jurisdictional entities for certification) Presence of database and monitoring system
Outcome 1b: Increased protection of natural ecosystems	# hectares of natural ecosystem designated for conservation (through an appropriate enforcement mechanism of no deforestation policies or management plan)	Reduced deforestation	# ha of forest declared as HCV and HCS # ha of natural ecosystem designated for conservation (through an appropriate enforcement mechanism of no deforestation policies or management plan) # ha of indigenous owned and managed forests identified and acknowledged

			# Indigenous and local communities supported The incidence of forest and peatland fires
Outcome 1.c Increased agricultural production and adoption of sustainable practices	# of (certified) farmers who are adopting more sustainable production practices	Sustainable farming systems	# farmers trained in better agricultural practices (including regenerative agriculture, fire free practices)
Outcome 1.c Increased agricultural production and adoption of sustainable practices	# of supported farmers reporting improved working conditions	Human rights in commodity supply chains, and their surrounding landscapes, are protected Land rights	# Indigenous and local communities whose land rights are protected # Joint gender committees established # labor agreements that protect labor conditions (including fair wage) # Regulated FPIC requirements for new concession establishment # of measures (communications, meetings, resources) about labour rights
Outcome 1.e. Increase private investments into the landscape areas	USD amounts mobilized from the private sector	No outcomes	No KPIs

Sustain Kutim – East Kalimantan			
SLPI Outcomes	SLPI KPIs	SLPI KPIs Landscape outcomes	Landscape KPIs
Outcome 1a: Strengthened institutional frameworks and governance around sustainable agriculture	# supported multi-stakeholder platforms which are fully functioning and institutionalized	Creation of functioning multi-stakeholder platform and management Strengthened land security of local communities	# of supported multi-stakeholder platforms established and operationalized (including planning documentation, meetings) # of local communities whose land security right is strengthened # regulations or decrees endorsed by district government, primary producers, financial institutions to further sustainable landscape management
Outcome 1.b: Increased protection of natural ecosystems	# hectares of natural ecosystem designated for conservation (through an appropriate enforcement mechanism of no deforestation policies or management plan)	Conservation and sustainable management of natural ecosystems	# hectares of HCV areas protected (including assessments completed) # hectares of HCV areas sustainably managed # HCV management and monitoring plans established *Employees of companies trained in sustainable management and protection of natural ecosystems *Management and monitoring plan established

Outcome 1.c Increased agricultural production and adoption of sustainable practices	# of (certified) farmers who are adopting more sustainable production practices	Increased adoption of sustainable landscape approaches by local partners	# capacity building programs/trainings for number # of relevant beneficiaries (smallholder farmers, companies) on GAP, sustainable value-adding activities, climate-relevant adaptations and increase in competencies # of sustainable landscape approaches adopted by local partners
Outcome 1.d. Increase income opportunities for local communities	Farmer household net attributable annual income increase	Increased income, employment and sustainable production	*Hectares of farms supported with sustainable agricultural chains in selected products *Increase in average income # of employees (including youth and women) *Greater protection of workers' rights (e.g. minimum wage, accident insurance, contractual arrangement, protection from exposure to agrochemicals) # of smallholder farmers who get land certificates
Outcome 1.e. Increase private investments into the landscape areas	USD amounts mobilized from the private sector	No outcomes	No KPIs

SPLP - Riau

SLPI Outcomes	SLPI KPIs	SLPI KPIs Landscape outcomes	Landscape KPIs
Outcome 1a: Strengthened institutional frameworks and governance around sustainable agriculture	# supported multi-stakeholder platforms which are fully functioning and institutionalized # new regulation/decreed/action plan endorsed by the Local Government to further incorporate sustainability elements into public, private and financial policies# supported multi-stakeholder platforms which are fully functioning and institutionalized	Improved district policy and plans	# multi stakeholder meeting # of action plans # villages committed to natural ecosystem management plan *Monitoring system and database established
Outcome 1.b: Increased protection of natural ecosystems	# hectares of natural ecosystem designated for conservation (through an appropriate enforcement mechanism of no deforestation policies or management plan)	Increased protection of natural ecosystem	% and ha of forest mapped *Deforestation alert monitoring is developed # regulations / decrees / MOUs issued that enable local level conservation and protection of natural ecosystem #village land use plans developed
Outcome 1.c Increased agricultural production and	# of (certified) farmers who are adopting more sustainable production practices		# smallholders receiving capacity building and training on GAP and outcomes of training

adoption of sustainable practices			#of training of trainers in GAP (good agricultural practices)
Outcome 1.d. Increase income opportunities for local communities	Farmer household net attributable annual income increase	Smallholder communities empowered	#farmer groups with ISPO certification #smallholder farmers with STDB business registration # bipartite institutions and gender communities established/reactivated and outputs (CBAs, HR issues) # diversification activities and # people reached # companies provided with gender-based violence training and technical assistance
Outcome 1.e. Increase private investments into the landscape areas	USD amounts mobilized from the private sector	No outcomes	No KPIs

Annex 3 – Data and documents reviewed

LASR - Aceh	Annual Report 2023 and Annexures (1-8)
LASR - Aceh	Annual Report 2024 and Annexures (1-8)
LASR – Aceh	LASR KPI Monitoring and Measurement Jan 24
LASR – Aceh	LASR Factsheet
LASR – Aceh	LASR Inception Report
LASR – Aceh	LASR Grievance case report
LASR – Aceh	LASR Project Workplan
LASR - Aceh	LASR Project Briefing and results Updates Nov 2024
LASR - Aceh	LASR SPLI Newsletter #1
Mosaik – C Kalimantan	Annual Report 2023 and Annexures (1-7)
Mosaik – C Kalimantan	Annual Report 2024 and Annexures (1-7)
Mosaik – C Kalimantan	Mosaik SLPI Presentations SC Meeting 12 March
Mosaik – C Kalimantan	Mosaik SECO Inception Report
Mosaik – C Kalimantan	SECO_Stakeholder Analysis
Mosaik – C Kalimantan	The Mosaik Initiative Factsheet
Mosaik – C Kalimantan	Mosaik Logframe Revised 25
SPLP – Riau	Annual Report 2023 and Annexures
SPLP – Riau	Annual Report 2024 and Annexures
SPLP – Riau	Inception Report 29 Agt
SPLP – Riau	Stakeholder interrelationship
SPLP – Riau	Power interest matrix
SPLP – Riau	KPI Monitoring 29 Agt
SPLP – Riau	Proposal for SECO 21 Aug 22
SPLP – Riau	SPLP Coalition Meeting Bangkok 13 Nov
SPLP – Riau	SPLP Activity Report 2021
SPLP – Riau	SPLP Activity Report 2022
SPLP – Riau	SPLP Activity Report 2023
SPLP – Riau	Assessment Summary Daemeter Proposal

Sustain Kutim – E Kali	Annual Report 2023 and Annexures
Sustain Kutim – E Kali	Annual Report 2024 and Annexures
Sustain Kutim – E Kali	Sustain Kutim Information Fact Sheet A3
Sustain Kutim – E Kali	Sustain Kutim SLPI Landscape Partners Q3 2024
Sustain Kutim – E Kali	Fact sheet Sustain Kutim
Sustain Kutim – E Kali	Sustain Kutim Monitoring Matrix
Sustain Kutim – E Kali	Project Description – Sustain Kutim
Sustain Kutim – E Kali	Logical Framework – Sustain Kutim
SECO	Climate Policy Paper
SECO	Indonesia Climate Analysis
SECO	SECO Climate Position Paper
SECO	Umbrella Climate Guide
SECO	Core Criteria for Mature Landscape Initiatives
SECO	Credit Proposal Landscape Program Indonesia
SECO	Governance of SLPI
SECO	Concept Note – Sustainable Landscape Program Indonesia
SECO	Landscape Prototype sample
SECO	Position Paper – SECO’s engagement in Sustainable Landscape Approaches
SECO	Evaluation Report on the Call for Proposals for the implementation of SLPI
SECO	SECO Call for Proposals SLPI
SECO	Overview_Landscapes_Indonesia_SCO
Other	WWF et al., (2024) Core criteria for Mature landscape initiatives. Collective Position Paper.
Other	Bridging the Gap for Sustainable Landscape Management
Other	SEI (2024) Trase: Indonesian Palm oil exports and deforestation, https://www.sei.org/features/indonesian-palm-oil-exports-and-deforestation/
Other	Minister of Manpower (2022), Roadmap Towards a Child labour free Indonesia in 2022, available from: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40asia/%40ro-bangkok/%40ilo-jakarta/documents/publication/wcms_377170.pdf
Other	BPS Statistics Indonesia (2023) Indonesia Poverty Profile in March 2023, available from: https://www.bps.go.id/en/pressrelease/2023/07/17/2016/indonesia-poverty-profile-in-march-2023.html

Other	Australian Government and World Bank (2020) No one left behind – rural poverty in Indonesia, May 2020 , available from: https://documents1.worldbank.org/curated/en/289991593339788378/pdf/No-One-Left-Behind-Rural-Poverty-in-Indonesia.pdf
Other	World Resources Institute, Friedrich et al., 2023,

Annex 4 – Stakeholders engaged as part of evaluation

Category	Stakeholder	No. persons interviewed	Level of program involvement
Primary funder	SECO	2 x KII 3 x attendees	Very high
Program implementor	SPLP: Daemeter, Proforest, Jejakin	1 x KII 5 x attendees	Very high
Program implementor	Sustain Kutim: GIZ, Tanah Air, Proforest	1 x KII 6 x attendees	Very high
Program implementor	LASR: Swisscontact, Koltiva, Earthworm	1 x KII 6 x attendees	Very high
Program implementor	Mosaik: Kaleka, HCVN, CNV,	1 x KII 5 x attendees	Very high
Program implementor	UNDP	2 x KII 6 x attendees total	Very high
National Government	Coordinating Ministry for Economic Affairs (CMEA)	1 x KII 1 x attendee (M)	Moderate – provide strategic advice and oversight
District governments	*Local Govt – Pelelawan (SPLP) *Local Govt – Siak (SPLP) *Local Govt – E Kalimantan (Sustain Kutim) *Local Govt – Aceh Singkil (LASR) *Local Govt – Aceh Tenaggarra (LASR) *Local Govt – Aceh Subulusalam (LASR) *Local Govt – Ketapang *Local Govt – Sukamara	10 x FGDs 41 attendees total (80% M, 20% F)	Moderate – participation in some activities and MSFs

	*Local Govt – Kota Waringin Barat *Local Govt – Seruyan		
Smallholder farmers	*Local Govt – Pelelawan (SPLP) *Local Govt – Siak (SPLP) *Local Govt – E Kalimantan (Sustain Kutim) *Local Govt – Aceh Singkil (LASR) *Local Govt – Aceh Tenaggar (LASR) *Local Govt – Aceh Subulusalam (LASR) *Local Govt – Ketapang *Local Govt – Sukamara *Local Govt – Kota Waringin Barat *Local Govt – Seruyan <i>*Mostly palm oil, some cocoa</i>	10 x FGDs 124 attendees total (92% M, 8% F)	High – program recipient
Private sector companies (local mills, aggregators, plantation owners)	PT Laot Bangko PT Nafsindo PT Perkebunan Musirawas Citraharpindo PT Wilmar	4 x KII 4 x attendees total (100% M, 0% F)	Moderate – participation in some activities and MSFs
Private sector companies (multi-national)	Barry Callebaut	1 x KII 1 attendee (F)	Moderate – funder
Industry bodies	GAPKI	1 x KII 1 attendee (M)	Moderate –
Academic experts	Dr Kate MacDonald, University of Melbourne (Landscapes expert)	1 x KII 1 attendee (F)	Moderate – conducting study on social inclusion in MSFs in Riau province.
Other landscape implementors	IDH	1 x KII 2 attendees (M,F)	Moderate – also operating related program in LASR
International donors	Australian Department of Foreign Affairs and Trade (DFAT)	1 x KII 1 attendee (F)	Very low – external
Other landscape implementors	World Bank	1 x KII 1 attendee (M)	Very low – external

Other landscape implementors	WWF	1 x KII 1 attendee (M)	Very low – external
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Annex 5 – Data Analysis Framework

Note – the data from all sources was input and processed in Excel. This table below showcases the approach. Coding was used. Where data didn't fit within the categories stipulated below – it was tagged as other or N/A.

Evaluation question	• EQ1. Relevance: Is SLPI relevant in the local context? • EQ2. Coherence: How well does SLPI fit within broader SECO policy? • EQ3. Effectiveness: What progress has been made towards the intended programmatic outcomes? • EQ4. Efficiency: How well are the resources (inputs) being used? • EQ5. Sustainability: Will the benefits last? • EQ6. Monitoring and Learning: How effective have MEL efforts been? • EQ7. Program management: How well is the program managed? • EQ8. Recommendations: What recommendations can be made for future programming of the SLPI, based on the strengths and weaknesses identified in this Evaluation?
SLPI Headline outcome	• Outcome 1a Strengthened institutional frameworks and governance around sustainable agriculture • Outcome 1b Increased protection of natural ecosystems • Outcome 1c Increased agricultural production and adoption of sustainable practices • Outcome 1d Increased income opportunities for local communities • Outcome 1e Increased private investments into the landscape areas
Subprogram specific outcome	See Annex 2 - SLPI Outcomes and KPI Framework
SLPI KPI	14 x KPIs – See Annex 2 - SLPI Outcomes and KPI Framework

Subprogram KPI	Tagged relevant subprogram KPIs – see Annex 2 - SLPI Outcomes and KPI Framework	
SPLI Activity	<i>The following codes were regarded as the key activities delivered under SLPI across all subprograms</i> • MSF • Conservation / Ecosystem protection • Land use mapping and planning • Land tenure • Land conflict • Capacity building • Certification • Diversification • Labor rights • Gender rights • Component 2 – UNDP	• Program management • Funding • Policy alignment • Other
Sub-activity	<i>Noting given each program delivered different activities – there was some variation in sub-activities coded across the programs.</i> • Private sector involvement • Cooperatives involvement • Government involvement • Villages involvement • Access to finance • GAP • Inputs • Infrastructure • Regulations	• Data and monitoring • Deforestation • Market access • Regenerative agriculture • Sustainable pricing • Research • Trainings • Incentive mechanisms • STDB • Other

Output / Outcome	The reported results from the activities. Can be numerical and/or narrative style commentary. Explanation of result.
Data source	Includes name, source type (e.g. Annual Report, KII, FGD)
Data year	2023, 2024, 2025 – to identify changes over time.
Key themes	• Strengths • Challenges • Lessons learnt • Opportunities / recommendations
Sub-theme	Sub-themes were tagged against the 4 x key themes.
Strength of evidence	Ratings given against 4 x criteria against Evidence Weighting Framework – culminating in overall assessment. • Credibility • Richness • Bias • Consistency (triangulation)
ToC assumptions	Record any relevant ToC assumptions and assessment • Stakeholders are aware, & commit to adopting sustainable landscapes approaches • Conducive socio-political environment for SLA: policies, systems and structures are favourable and adaptable • Good level of district government capacity • Investment willingness from the public and private sector • Stakeholder awareness and interest in knowledge exchange

Annex 6 – Evidence weighting framework

Criteria	Definition	Ratings			Approach for SLPI
Source credibility	The extent to which the individuals providing the information are knowledgeable, hold relevant expertise on the topic, and are well-positioned to offer reliable insights.	Strong (1): Evidence comes from knowledgeable, diverse, and well-positioned sources	Moderate (2) Sources have relevant knowledge, but limited in diversity or depth	Weak (3): Evidence comes from a group with limited knowledge / understanding of the program and/or context of landscapes approaches.	Credibility of sources varied in the evaluation. For example, program implementors were very knowledgeable, while other sources (e.g. government and companies) had relevant knowledge, but less depth given they weren't program managers.
Richness and specificity	The level of detail, nuance, and concrete examples provided in the qualitative data that support deeper understanding of the issue.	Strong (1): Evidence includes detailed examples, quotes, and narratives that clearly illustrate key points.	Moderate (2): Evidence includes some illustrative detail, but lacks depth or variety.	Weak (3): Evidence is vague or generalized with few concrete examples.	Tailored and consistent interview guides were developed for the KII and FGDs to drive rich and specific responses. However, in some cases data was very generalized with limited concrete examples (mostly opinions), and at other times there may have been depth in detail on points that weren't directly relevant to SLPI.
Bias / Conflicts of interest	The degree to which the	Strong (1):	Moderate (2): <i>Position/incentives -</i>	Weak (3): <i>Position/incentives -</i>	Many stakeholders interview had high

	evidence may be distorted due to the stakeholder's personal interests, role, or context, affecting the objectivity of their perspective.	<i>Position/incentives</i> - Little or no direct interest in the program's success, <i>Balance</i> - balanced and reflective views, <i>Power dynamics</i> - stakeholder speaks freely,	Some interest or program involvement, <i>Balance</i> - provides both positive and negative views, <i>Power dynamics</i> - some signs of free expression,	High level of bias – e.g. due to vested interest in program as a direct participant or funding recipient, <i>Balance</i> - feedback in uncritical, <i>Power dynamics</i> - stakeholder in power sensitive situation.	vested interests in the program (e.g. as program implementors and funding recipients). Some indirect stakeholders were interviewed (e.g. companies), as well as fully external (IDH, World Bank, academics).
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Annex 7 – Full list of Evaluation Questions

EQ1. Relevance: Is SLPI relevant in the local context?

EQ.1.1 To what extent are SLPI's objectives and design relevant for:

- EQ.1.1 – Palm oil smallholders and other commodity producing farmers in the targeted districts?
- EQ.1.2 – Public sector at the national and district levels with environmental protection and sustainable land use mandates?
- EQ.1.3 – Private sector sourcing Indonesian palm oil and other commodities in the targeted landscapes?
- EQ.1.4 – Are there differences in relevance among the four SLPI landscape projects co-funded by SECO? Is the landscape approach more suitable in some provinces/districts than others?

EQ2. Coherence: How well does SLPI fit within broader SECO policy?

- EQ2.1 – Internal coherence: To what extent does the program align with SECO's portfolio in Indonesia and Switzerland's overall foreign economic policy towards Indonesia?
- EQ2.2 – Internal coherence: To what extent does the program align with SECO's climate change strategy?
- EQ2.3 – External coherence: To what extent do synergies and complementarities exist between SLPI and other initiatives in the sustainable commodity landscape in Indonesia, and what distinguishes SLPI from these interventions?

EQ3. Effectiveness: What progress has been made towards the intended programmatic outcomes?

- EQ3.1 – Are the four landscape subprograms achieving their intended outputs and outcomes with the support of the SECO co-funding, and to what extent?
- EQ3.2 – How are the four landscape subprograms achieving their intended outputs and outcomes with the support of the SECO co-funding and to what extent?
- EQ3.3 – Are the assumptions in the ToC holding true? If yes, why and if not, why not?

EQ4. Efficiency: How well are the resources (inputs) being used?

- EQ4.1 – How well are the landscape leads and their partner organizations (Component 1) working together?
- EQ4.2 – What added value is SECO co-funding bringing to the four SLPI landscape projects in advancing sustainable landscape work and strengthening district government ownership?

- EQ4.3 – To what extent has SECO’s financial contribution helped to leverage additional funds from other stakeholders in the targeted districts?
- EQ4.4 – To what extent are the management structure, processes, and tools implemented by Component 2 (program Support Structure) effective in contributing meaningfully to the SLPI’s objectives?

EQ5. Sustainability: Will the benefits last?

- EQ.5.1 – To what extent are local governments in the selected districts demonstrating ownership and leadership in advancing the sustainable landscape agenda and ensuring multi-stakeholder participation?
- EQ.5.2 – Are there early signs suggesting that companies and the public sector are willing to invest financially in the landscape initiatives within the selected districts over the medium to long term?

EQ6. Monitoring and Learning: How effective have MEL efforts been?

- EQ.6.1 – Are the M&E plans of each landscape subprogram clearly aligned with SECOs strategic goals and objectives?
- EQ.6.2 – Are clearly defined M&E plans of each landscape subprogram in place, supplemented by processes, systems and structures (e.g. database) to monitor and report on data across all landscapes?
- EQ 6.3 – To what extent are the current indicators appropriate for monitoring the implementation of the program and its impact?
- EQ.6.4 – How have the M&E activities across SLPI (Components 1 and 2) supported SECO to make evidence-based decisions?

EQ7. Program management: How well is the program managed?

- EQ7.1 - How effective has communication been between SECO, UNDP, landscape lead organisations and their consortium partners (e.g. clarity on roles and responsibilities and communications)?
- EQ7.2 - To what extent does the program structure facilitate collaboration? To what extent does it inhibit collaboration?

EQ8. Recommendations for SLPI’s remainder and follow-on phase

- EQ.8.1 – What recommendations can be made for future programming of the SLPI, based on the strengths and weaknesses identified in this Evaluation?
- EQ.8.2 – What adjustments could improve future program outcomes?

- EQ.8.3 – In what ways could the program design be refined to address the identified weaknesses?
- EQ.8.4 – Which activities should SECO’s co-funding focus on to enhance the long-term sustainability of SLPI?
- EQ.8.5 – How can resource distribution be optimized in future programming, including among the different landscape projects?
- EQ.8.6 – Is the strategic focus of SLPI aligned with its intended objectives, and what shifts in focus might be necessary moving forward?

Annex 8 – Output results

These output results were collated by UNDP and cut across the 14 key KPIs identified through a collective process.

		Nr	Indicator	Result	Comment
Activity	ToC Outcomes	Social KPIs			
		1	% (or #) of farming households in the supported landscapes living above the poverty line or achieving a living income	No data available yet	LASR and SPLP will report their data in the next annual report.
All	Increased income opps for local communities	2	Farmer household net attributable annual income increase	East Kalimantan (Sustain Kutim Work) Palm Oil: 161% income increase for supported farms, reaching 1,770 EUR/ha in 2024, up from 677 EUR/ha in 2023. Rubber: 81% income increase for	- The result is based on data from Sustain Kutim, collected through an end-of-2024 survey covering 4,500 ha of supported farms. - The other three teams will report their data in the next annual report.

				supported farms, reaching 2,409 EUR/ha in 2024, up from 1,331 EUR/ha in 2023.	
Capacity building / Private sector / Gender /labor	Increased income opps for local communities	3	# of supported farmers reporting improved working conditions	2,615 farmers/workers	• LASR: 2,256 workers • One of the criteria for ISPO/RSPo certification is meeting a minimum standard of working conditions for employees. LASR through EF has supported the sustainability efforts of 7 palm oil companies in Subulussalam and Singkil, 6 of which have successfully obtained ISPO certification. This mentorship has led to improved working conditions for 2,256 workers, in line with ISPO principles. Key improvements include converting the employment status of casual daily workers to permanent roles, issuing salary slips, establishing daycare facilities for employees' children, upgrading employee housing, providing personal protective equipment (PPE) in compliance with occupational health and safety (OHS) standards, and enhancing waste management practices. • Sustain Kutim: 359 farmers • 359 farmers in palm oil confirmed an improved employment situation. No data yet for rubber farmers as training has not started.
Land mapping use and assessment / Land tenure /	Increase protection of natural ecosystems	4	# of adult population with more secure land title, usufruct	4,057 adults with more secure land title	• LASR: 1,781 farmers with land legality strengthened by facilitating them to get the legality or increasing the legality document to a higher

Establishing legal tenurial rights	Income opportunities		rights or resource access		legal degree (land certificate/SHM or, at least, land ownership decree/SKT): • 1,122 farmers with STDB registration and land legal documents; • 659 farmers with land legal documents only • SPLP: 839 farmers in Siak and 639 farmers in Pelalawan with land tenure validated through mapping and overlays, including farmers that received STDB • Sustain Kutim: 798 farmers (362 with land certificate and 436 with STDB registration)
Environmental KPIs					
Land mapping use and assessment / Land tenure / Establishing legal tenurial rights / HCV / Regulations	Increase protection of natural ecosystems	5	# hectares of natural ecosystem designated for conservation (through an appropriate enforcement mechanism of no deforestation policies or management plan)	837,277.59 hectares	• LASR: 26,782 hectares. This is the result from the 12 villages in Subulussalam and Aceh Singkil that issued Village Regulations (PerDes) of the land use plan. The regulations codified community-based land-use management that defines areas for protection, restoration, and cultivation covering 26,782 ha of natural ecosystem areas • Mosaik: 21,145 hectares of forest in 4 districts are being protected by communities. There are two mechanisms implemented to encourage forest protection efforts in collaboration with the community: 1) social forestry and 2) forest protection through

					village regulation according to participatory mapping that conducted at village level. • SPLP: 789,350.59 hectares of high conservation value areas and high carbon stock forest has been mapped and agreed to be protected with the district stakeholders in 2024. The HCV-HCS screening assessment which has received public acknowledgement (multiple provincial and district government offices) fulfils the aspect of “designated” and “management plan” for SPLP.
Land mapping use and assessment / Land tenure / Establishing legal tenurial rights / HCV / Regulations	Increase protection of natural ecosystems	6	# hectares of natural ecosystems under restoration	604.5 hectares	• SPLP: 215 hectares in Siak and 12.5 in Pelalawan • Siak: Mangrove 85 ha, Oil palm agroforestry 106 ha, and Tree planting in APL 24 ha • Pelalawan: 12.5 in Tree planting in APL • Mosaik: 377 hectares of critical ecosystem in 13 villages in four types of ecosystem (mangrove, tropical, peatland, and Dry lowland areas) in Seruyan and West Kotawaringin restored by communities. There were 59.711 seedlings planted and some areas are currently being monitored. They developed SOPs for restoration aimed at guiding the implementation process including to manage the sustainable planting.
Certification efforts	Increased production and adoption of	7	# of (certified) farmers who are adopting more sustainable	8,499 farmers	• LASR: 1217 farmers certified

	sustainable practices		production practices		Palm oil: To make the sustainable palm oil market more inclusive of smallholders, LASR has supported them to receive RSPO certification. - Two groups of 270 farmers in Aceh Utara and 250 farmers in Langkat received RSPO certification in 2023 and 2024, respectively. - Another group in Subulussalam, CV PAG, covering 299 farmers passed the external audit and expected to receive certification in Q1/2025. - Cocoa: 398 farmers in Aceh Tenggara are 100% traceable and received sustainability premium payments from Sugata for their sustainability efforts. Mosaik: 4,437 farmers certified in sustainable palm oil, including RSPO-certified producers and ISPO-certified independent smallholders. SPLP: 798 in Siak and 517 in Pelalawan in the process of being RSP/ISPO certified Sustain Kutim: 1530 farmers who are adopting more sustainable production practices - but they are not certified yet
		Economic KPIs			
		8	Increase in (trade) volume of sustainable commodities in USD (SECO SI 16)	No data available yet	LASR and SPLP will report their data in the next annual report.

Private sector, Enhance private investments	Increased private investment	9	USD amounts mobilized from the private sector (SECO SI 6)	USD 6,758,861.91	• LASR: USD 2,758,832.5 • Mosaik: USD 1,435,938.11 • SPLP: USD 1,700,000 • Sustain Kutim: USD 514,733
Capacity building	Increased agricultural production and adoption of sustainable practices	10	Increase in productivity (yield/ha) of target crop(s)	📍 Aceh (LASR Work) Palm Oil and Cocoa (in average): 16% increase in productivity, reaching 17,194 kg/ha in 2024, up from 14,778 kg/ha in 2023.* 📍 East Kalimantan (Sustain Kutim Work) Palm Oil: 20% increase in productivity, reaching 16,119 kg/ha in 2024, up from 13,422 kg/ha in 2023. Rubber: 16% increase in productivity,	• *LASR: The current figure is from a cross-sectional analysis, comparing different farmer groups across periods. The postline assessment in 2025 will allow a longitudinal analysis, tracking productivity changes in the same farmers.

				reaching 6,179 kg/ha in 2024, up from 5,333 kg/ha in 2023	
Private	Increased agricultural production and adoption of sustainable and inclusive practices	11	# partner companies with revised company policies and enhanced sustainable production practices	42 companies	• LASR: 17 companies • SPLP: 25 companies
		Governance KPIs			
	Strengthened institutional frameworks	12	# new regulation/decrees /action plan endorsed by the Local Government to further incorporate sustainability elements into public, private and financial policies	24 regulations/decrees /action plans endorsed	• LASR: 9 district decrees endorsed • Mosaik: 12 regulations endorsed in Seruyan • SPLP: 2 action plans and 1 regulation endorsed.

MSF	Strengthened Institutional FWs and governance	13	# supported multi-stakeholder platforms which are fully functioning and institutionalized	10 supported multi-stakeholder forums (MSF) strengthened or established	• LASR: 2 district multi-stakeholder forums strengthened ○ MSF in Aceh Singkil: promoted 4 regulations ○ MSF in Subulussalam: promoted 5 regulations • Mosaik: 4 district multi-stakeholder forums established ○ Seruyan's MSF: promoted 12 regulations ○ Ketapang's MSF: promoted 5 regulations ○ Sukamara's MSF: promoted 3 regulations ○ Kotawaringin Barat's MSF: promoted 1 regulation • SPLP: 3 multi-stakeholder forums strengthened ○ Siak District Implementation Team: formulated the District Action Plan on Sustainable Palm Oil (DAP-SPO) ○ Pelalawan District Implementation Team: formulated the DAP-SPO ○ Secretariat Team of Green Siak: developed the Green Siak policy • Sustain Kutim: 1 multi-stakeholder forum established ○ FORMIKA MSF
Land use mapping and assessments	Increased protection of natural ecosystems Strengthened Institutional FWs and governance	14	A monitoring system in the selected districts to support sustainable commodity production is established	4 monitoring systems established	• LASR: Developed a Landscape Improvement Dashboard (LID) for MSF monitoring and data management, currently running in Aceh Singkil. • Mosaik: Created an integrated district-level monitoring system to oversee the implementation of jurisdictional certification, covering both system and landscape aspects. • SPLP: Developed a landscape monitoring platform in collaboration with WRI, covering Siak and Pelalawan.

					• Sustain Kutim: The first Sustainable Jurisdiction Indicator (SJI) report was completed in November 2024, prepared by the district government.
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¹ Some components (GIZ, UNDP) will end in 2026 but most landscapes projects have a three-year duration 2023-2025.

² All selected organizations underwent a competitive selection process run by SECO in 2022

³ SECO Call for Proposals (2022) 'Implementation of the SLPI'

⁴ UNDP Project Description for SLPI Component 2, 27 January 2023.

⁵ The GCP focuses more on the national policy level coordination through MSTK platforms and provides the ideal link between the SLPI district at the national level.

⁶ The level of granularity will be at the overarching activity level (as per the activities listed in Theory of Change).

⁷ Includes farming, forestry and fishing. See Statista (2024) Contribution of agriculture, forestry, and fishing to the gross domestic product (GDP) in Indonesia from 2019 to 2024, available from:

[https://www.statista.com/statistics/1488997/indonesia-agriculture-contribution-to-gdp/#:~:text=Contribution%20of%20the%20agricultural%20sector%20to%20GDP%20Indonesia%202019%2D2024&text=In%202024%2C%20it%20was%20estimated,gross%20domestic%20product%20\(GDP\).](https://www.statista.com/statistics/1488997/indonesia-agriculture-contribution-to-gdp/#:~:text=Contribution%20of%20the%20agricultural%20sector%20to%20GDP%20Indonesia%202019%2D2024&text=In%202024%2C%20it%20was%20estimated,gross%20domestic%20product%20(GDP).)

⁸ SEI (2024) Trase: Indonesian Palm oil exports and deforestation, <https://www.sei.org/features/indonesian-palm-oil-exports-and-deforestation/>

⁹ World Resources Institute, Friedrich et al., 2023, From 2001 to 2023, Indonesia lost 30.8 million ha of tree cover, equivalent to a 19% decrease in tree cover since 2000, and 22.2 Gt of CO₂e emissions.⁹

¹⁰ This evaluation used data from the World Resources Institute's Global Forest Watch (GFW) to measure the levels of deforestation. This was done due to the need for data based upon open-source satellite image to be used for triangulation. The GFW is a respected source that is used broadly in the sector, including by stakeholders of the SLPI program. More information about how GFW defines deforestation and how that definition compares to the Indonesian Government's definition can be found here: <https://wri-indonesia.org/en/insights/global-forest-watch-technical-blog-definition-and-methodology-2019-forest-loss-data>.

¹¹ SEI (2024) Trase: Indonesian Palm oil exports and deforestation, <https://www.sei.org/features/indonesian-palm-oil-exports-and-deforestation/>

¹² SEI (2024) Trase: Indonesian Palm oil exports and deforestation, <https://www.sei.org/features/indonesian-palm-oil-exports-and-deforestation/>

¹³ Minister of Manpower (2022), Roadmap Towards a Child labour free Indonesia in 2022, available from: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40asia/%40ro-bangkok/%40ilo-jakarta/documents/publication/wcms_377170.pdf

¹⁴ BPS Statistics Indonesia (2023) Indonesia Poverty Profile in March 2023, available from: <https://www.bps.go.id/en/pressrelease/2023/07/17/2016/indonesia-poverty-profile-in-march-2023.html>

¹⁵ Australian Government and World Bank (2020) No one left behind – rural poverty in Indonesia, May 2020, available from: <https://documents1.worldbank.org/curated/en/289991593339788378/pdf/No-One-Left-Behind-Rural-Poverty-in-Indonesia.pdf>

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¹⁷ SECO (No date) SECO's Engagement in Sustainable Landscape Approaches: Beyond a single crop focus

¹⁸ Data as of Annual Report 2024

¹⁹ Governance of SLPI, version 30 June 2023

²⁰ Hansen et al (2013) High-Resolution Global Maps of 21st-Century Forest Cover Change, *Science*, 342 (6160), pp.850-853

²¹ WWF et al., (2024) Core criteria for Mature landscape initiatives. Collective Position Paper.

²² Some MSFs have also developed other policies and planning documentation, as well as workplans, guidebooks and practical manuals. Some landscapes have sub-working groups focusing on specific topics –

such as HCV, conflict resolution, farmer empowerment, infrastructure development and certification to streamline and allocate work.

²³ Landscapes of our Future (2025) 'What are landscape approaches', available from:

<https://landscapesfuture.org/about/what-are-landscape-approaches/>

²⁴ FFTC Agricultural policy Platform, <https://ap.ffmpeg.org.tw/article/3429>

²⁵ In SPLP – RADD (Radar for Detecting Deforestation) has been developed.

²⁶ Through local level ownership letters (SKT) to land certificates (SHM).

²⁷ The STDB is a basic legal requirement for smallholder palm oil producers in Indonesia. STDB aims to enhance the effectiveness and efficiency of smallholder plantation planning and monitoring. The registration process is overseen by the Regent or Mayor for smallholders with a land area of less than 25 hectares. Smallholders with an STDB can access various government development facilities, including programs for seed distribution, replanting, marketing and financing/credit. An STDB certificate is also essential for ISPO and RSPO certification.

²⁸ RSPO certificate is the primary certification scheme available for palm oil producers, including both industrial and small-scale producers (Ponte and Cheyins, 2013; Santika et al., 2020). The RSPO certification requires adherence to various obligations, such as regulations on agrochemical usage, seedling quality, and fertilizer usage (Brandi et al., 2015).

²⁹ Examples include: corn, shallot, chilis, honey nut squash, oranges, watermelon (LASR)

³⁰ In Mosaik it was reported that some palm oil companies engage the police or military to secure their plantations and prevent conflict escalation but this approach carries potential risks of human rights infringements of local communities.

³¹ Examples include: mentoring companies, establishing paralegal teams in communities to serve as facilitators for grievance mechanisms at village level, and mobilizing forums to provide updates and monitoring on conflict resolution efforts (Mosaik).

³² EFI (2023) 'Smallholder registration (STDB) – challenges and strategies for acceleration,

https://efi.int/sites/default/files/files/flegtredd/Terpercaya/Other%20resources/Brief_STDB_Acceleration_EN_20231128.pdf

³³ Reich, C and Musshoff, O (2025) Oil palm smallholders and the road to certification: Insights from Indonesia, *Journal of Environmental Management*, 375

<https://www.sciencedirect.com/science/article/pii/S0301479725002798#bib82>

³⁴ FFTC Agricultural Policy Platform (2023) Perspectives and challenges of Jurisdictional Approach on certification and replanting programs towards sustainable palm oil industry in Indonesia, available from: <https://ap.ffmpeg.org.tw/article/3429>

³⁵ Trading Economics (2025) Palm Oil, Indonesia <https://tradingeconomics.com/commodity/palm-oil>

³⁶ Abay et al., 2017; Mohan, 2020; Wuepper et al., 2023.

³⁷ Examples include: converting casual workers to permanent roles, issuing salary slips, establishing daycare facilities, upgrading employee housing, providing PPE.

³⁸ SECO-WE, Climate Policy Paper, 10 October 2023

³⁹ SECO, Indonesia Climate Needs and Priorities, April 2023 from Climatewatch, 2022.

⁴⁰ SECO Concept Note – Indonesia Cooperative Programme 2025-2028

⁴¹ Biocarbon Fund (2025) Jambi Sustainable Landscape Management Project, available from:

<https://www.biocarbonfund-isfl.org/programs/jambi-sustainable-landscape-management-project>

⁴² GGGI (2025) Sustainable Landscape Investment Partnership in Indonesia, available from:

<https://gggi.org/?project=sustainable-landscape-investment-partnership-in-indonesia>

⁴³ Sustainable Cocoa Production Programme, Green Commodities Program, landscape project implemented under the Swiss Platform for Sustainable Cocoa.

⁴⁴ Sustainable Cocoa Production Programme, see: <https://www.swisscontact.org/en/projects/scpp>

⁴⁵ In LASR, around 20% of farmers are women (1,236 of 5,920 palm oil farmers participating in LASR).

⁴⁶ News24 (2025) Indonesia food plan risks “worlds largest” deforestation, 23 April 2025, available from: <https://www.news24.com/business/climate-future/news/indonesia-food-plan-risks-worlds-largest-deforestation-20250422>

⁴⁷ Core Criteria for Mature Landscape Initiatives, A collective position paper, Version 1, October 2024.

⁴⁸ European Forest Institute (2024) Smallholder Registration (STDB) – challenges and strategies for acceleration. Available from: https://efi.int/sites/default/files/files/flegtredd/Terpercaya/Other%20resources/Brief_STDB_Acceleration_EN_20231128.pdf

⁴⁹ The Indonesian government has officially stopped the distribution of the Palm Oil Profit Sharing Fund (DBH), as stipulated in Minister of Finance Decree No. 43/KM.7/2024.