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

Mid Term Review

- Final Report -

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Executive Summary

Project context and description

ReSupply works with private sector agribusinesses with a view to leveraging corporate action around forest landscape restoration. Specifically, the project aims to develop strong and compelling business cases around investing in FLR interventions within the three company supply chains, and by engaging with a wider set of public and NGO stakeholders identify opportunities for investing in wider landscape-level FLR actions. The project works in three landscapes in three countries. In Ghana and Peru, the project works with two companies trading in coffee (Olam and ECOM) while in Tanzania the project works with a company trading in sugar (Kilombero Sugar Company, a subsidiary of Illovo Sugar Africa).

The project has three outputs:

1) Local landscape actors, governments and private sector companies are equipped with technical information, capacity, and shared priorities to carry out FLR interventions that are creating multiple environmental, social and economic benefits in 3 project landscapes
2) The three partner companies apply FLR approaches, in their supply chains and align their efforts with government commitments
3) Global private sector players are mobilized and engaged on up-scaling FLR action on the ground and disseminating information to key global private sector platforms

Evaluation aims and methods

The project has now reached its mid point and consequently, IUCN has commissioned a mid-term review to explore Resupply's work, achievements and progress with the aim of providing guidance on how to maximize the potential for achieving the intended results and improve learning in its remaining period (up to the end of January, 2022). The mid term review aims to assess the relevance, effectiveness, early impacts and efficiency of the project, as well as identifying lessons and actionable recommendations on how the project could be adjusted to strengthen delivery on the project intended outputs and outcomes. Due to restrictions on international travel, face-to-face interviews and country visits have not been possible. Instead the evaluation has drawn evidence from interviews with key resource persons (IUCN staff, executing partners and private sector representatives) and a review of project documentation, reports and literature.

Findings

Relevance

The project is highly relevant to the needs of the private sector. Agribusiness corporations are under growing market, investor and consumer pressure to respond to environmental, social and governance risks. The impacts of climate change and unsustainable land-use are increasing supply chain risks for all three companies – due to the fact that all three companies purchase much or all of their raw material produce from small-holder farmers and growers. Furthermore, the project aims to apply a landscape approach, capturing investment opportunities beyond the immediate focus of company supply chains – which responds to the growing realization that sustainability goals cannot be met by companies working alone – but require the support and input of other actors outside their immediate sphere of influence.

The project is highly relevant to host governments in the three countries. All three countries have made national commitments regarding forest landscape restoration as part of the Bonn Challenge. This project aims to link with and support the achievement of these national targets by working with and engaging private sector actors, as well as civil society and local communities with an interest and role in landscape management in the three countries.

Small-scale farmers are engaged in the supply of raw materials to the supply chains in all three countries. The project aims to facilitate new investments in sustainability and production by producers and growers and as such is highly relevant to the interests of local communities. However, unlike other projects implemented by IUCN, this project cannot claim to have a strong focus on poor, marginalised households, as farmers are already integrated within existing supply chains and as such likely to be from middle income or richer households.

Effectiveness

Although progress differs across the three countries, overall, the progress of the project is below expected levels. Between project inception and mid term, there were 11 milestones. Of these, only two have been fully completed, 6 partially completed and 3 not completed.

Output 1: Country level ROAM processes and FLR planning.

Ghana and Tanzania have both been able to undertake inception and training workshops and data collection is currently underway. In Peru, no stakeholder meetings have taken place to date, although some initial orientation meetings have taken place with national and sub-national authorities. An analysis of the representation of different interest groups from the workshops and meetings held in the Tanzania and Ghana indicates a balanced representation of stakeholder interests. Farmers and farmer groups are well represented in both countries, particularly in training workshops undertaken after inception meetings. External constraints that have impacted the pace of activities include:

- Covid-19 restrictions which have impeded travel and stakeholder engagement (particularly in Peru and Tanzania) which have experienced a very extreme lockdown)
- Floods and restructuring of KSC (in Tanzania) which has diverted senior management focus and attention
- Change in staffing within partner companies (Peru)
- Time taken to secure collaboration and data sharing agreements with partner companies. In large part this was caused by the 18-month lag-time between when companies were initially approached, and the time when the project was finally approved. During this intervening period, verbal agreements were forgotten and staff within many of the companies changed.
- Staff changes and restructuring within implementation partners (ICRAF, Peru)

Internal constraints include:

- Limited initial understanding and capacity within some of the IUCN field level staff with regard to working with private sector players. This was compounded by initial uncertainty among some field staff (and partner companies) regarding the exact nature of the project's underlying concept and rationale
- Delays in agreeing budgets and roles with implementation partners (ICRAF, Peru)

Output 2: Private sector partners implement FLR investments in their supply chains

Progress is being made with developing the business case template and compiling data from all three countries, but delays faced under Output 1 are impacting having knock-on delays on this output. There has been limited engagement to date with at a global and international level with decision-makers from the three partner companies, although this is increasingly happening at the level of sustainability directors. IUCN has recently contracted Templar Advisers to help with corporate messaging and developing concise 'pitches' to corporate decision-makers using language and arguments that are relevant to their situation.

Output 3: Community of Practice.

This output has made limited progress to date although Global Agribusiness Alliance have offered to provide links to relevant corporates with an interest in sustainability. To date, no specific plans have been agreed, although GAA have recently agreed to include FLR within monthly newsletters, webinars and corporate communications with a view to starting a "learning journey" with IUCN.

Monitoring and evaluation

An M&E strategy and plan was developed in the first quarter of 2020, which includes milestones, means of verification, a mix of appropriate tools for data collection and a clear plan presenting how data will be collected and analysed. The plan lacks a robust theory of change – an in particular no reference to assumptions is made. Assumptions identify the necessary and sufficient conditions that are needed to move from activities to outputs, outputs to outcomes and outcomes to impacts – which is particularly relevant in a project of this nature, which is about learning and the development of new approaches. No learning events have taken place across the project (other than the initial kick-off event in Washington DC which was more about developing a shared vision across the project).

Outcomes

Project outcomes are expressed in terms of private sector partners being mobilised and allocating resources to and supporting FLR implementation within the selected landscapes. This has yet to happen so it is too early to state with any confidence the likelihood that outcomes will be reached.

At an operational, field level, there is interest in the aims and objectives of the project, as expressed through good collaboration, data sharing and participation at workshops and events. In Tanzania and Peru, there is some evidence that engagement is happening at a managerial level within the parent company – but so far, only at within the sustainability units. No indication of senior engagement within Olam, despite the excellent collaboration at field level. If planning is to move to implementation of identified investment actions (allocation of additional financial and human resources), decisions will have to be taken at a senior management (or even board) level within the three corporations. Financing will be key – given that a number of investments being discussed have both public and private benefits. As one moves further away from investments directly within company supply chains to wider social and environmental goods, the case for public investment grows and the likelihood of leveraging private sector investment diminishes. The wider ROAM exercise, planned for all three landscapes has the potential to draw in public bodies (local and national government) but moving from planning to implementation will require complex and detailed discussions around leveraging public finances and aligning existing resourcing (staffing and finances) to areas identified during the planning process.

Communication between IUCN and senior private sector decision makers is also an area that has yet to take place at a meaningful level and will need to be substantially scaled up if real change is to take place. Proposals need to be succinctly framed in a way that responds to

corporate needs and drivers and in a language that is familiar and clear. Templar Advisers, a team of corporate communication specialists, are helping craft corporate-facing messages and the Global Alliance of Agribusiness is offering support with regard to convening managers from the three companies. Despite these positive moves, substantial uncertainty exists regarding the degree to which outcomes (as expressed in the ReSupply results framework) will be achieved.

Efficiency

A review of expenditure rates half way through the project shows spending is broadly in line with plans. The majority of expenditure to date has been on personnel costs, which is to be expected given that this project focuses around the provision of technical support costs and the development of models and approaches. Administrative overheads are reasonable, at 13% of total expenditure to date. Reviewing expenditure by location indicates that that supervisory and support functions from HQ and Washington office account for 56% of total expenditures. However, given that many of these costs are direct project costs (corporate communication, business case development, data management and analysis), this figure is also reasonable and in line with the overall approach of this project. Overall, the efficiency of the project will depend heavily upon the degree to which the activities of the project translate into tangible implementation and the leveraging of corporate action. This review has suggested that while this is possible, a significant amount of work will be needed between now and the end of the project (particularly relating to corporate engagement and communication) if this is to be achieved

Recommendations

1. **Strengthen corporate engagement and communication at decision-making levels**. Clear communication with decision-makers of the three companies is needed in three main areas, if the work being undertaken at country level is to be translated into private sector action:
    - Initial communication around the concept, goal and expected outcomes of the project
    - Regular information with CEOs to keep them abreast of progress in the field
    - The 'pitch' – what is needed and when, why and at what cost / benefit
2. **Explore future donor-funded opportunities for cost-sharing FLR implementation with private sector.** Opportunities exist at an international level to leverage donor funds in support of partnerships with private sector bodies, which would significantly increase the chance of leveraging new and additional corporate financing.
3. **Clarify and implement clear plans for engaging a wider community of practice.** There is an urgent need to develop plans for engaging with a wider community of practice and identifying appropriate forums through which such an engagement could take place.
4. **Strengthen monitoring, evaluation and learning processes.** The existing M&E plan can be strengthened by identifying and exploring outcome-level assumptions, and using initial experiences within the project to explore, test and validate these assumptions.
5. **Undertake a review of project-based learning together with BBP.** Already, the project has learned important lessons about the realities of engaging agribusinesses in FLR investments. BBP, working in the same area has accumulated years of similar experiences. By bringing together ReSupply and BBP staff, important lessons can be identified and communicated and areas of joint action can be agreed.

6. **Review project management and supervision responsibilities in Tanzania.** To ensure greater efficiency of operations, project management responsibilities in Tanzania should be delegated to the country office, with demand-driven, back-up support from the Kigali office (rather than the other way round as it currently stands).

Abbreviations and Acronyms

AFR100	African Forest Landscape Restoration Initiative
BBP	Business and Biodiversity Programme (IUCN)
CoP	Community of practice
CSR	Corporate social responsibility
ECOM	ECOM Agro-industrial Corp. Ltd
EKU	Economics Knowledge Unit (IUCN)
ESG	Environmental, social and governance (risks)
FLR	Forest landscape restoration
GAA	Global Agribusiness Alliance
ICRAF	International Council for Research into Agroforestry (World Agroforestry)
KCCT	Kilombero Community Charitable Trust
KSC	Kilombero Sugar Company
M&E	Monitoring and evaluation
MEL	Monitoring, evaluation and learning
NDA	Non-disclosure agreement
ROAM	Restoration Opportunities Assessment Methodology
WBCSD	World Business Council for Sustainable Development

1. Project background and context

1.1 Project goals and outcomes

The RESUPPLY project: (Restoration in supply chains from zero net deforestation to net positive action), is funded by the German Ministry for the Environment International Climate Initiative (IKI) started in January 2019 and ends after three years of implementation in January 2022. IUCN, who implement the project have designed this project to complement on-going global efforts towards forest landscape restoration (FLR) to which many countries have now committed through the Bonn Challenge. Using the Restoration Opportunities Assessment Methodology (ROAM) in three supply chains in Peru, Tanzania and Ghana, the project will develop business cases, targeting the private sector, which demonstrate economic, social, and environmental benefits from FLR. The project will also establish a Community of Practice (CoP) on FLR in supply chains, based on the business cases and other learning experiences, with key private sector actors, to support companies with their FLR & zero net deforestation initiatives in support of the Bonn Challenge. Learning will be compiled into a Guide for Business to inform existing business initiatives and policy platforms.

1.2 Project outputs

The project has three outputs:

4) Local landscape actors, governments and private sector companies are equipped with technical information, capacity, and shared priorities to carry out FLR interventions that are creating multiple environmental, social and economic benefits in 3 project landscapes
5) The three partner companies apply FLR approaches, in their supply chains and align their efforts with government commitments
6) Global private sector players are mobilized and engaged on up-scaling FLR action on the ground and disseminating information to key global private sector platforms

1.3 Project landscapes and selected supply chains

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

- **Cocoa supply chain, working with Olam Ltd, in the Wassa Amenfi landscape, Ghana.** The project covers all the three administrative districts in Wassa Amenfi Landscape namely; Wassa Amenfi West Municipal Assembly, Wassa Amenfi East Municipal Assembly and Wassa Amenfi Central District Assembly. The landscape exists within Ghana's High Forest Zone with agriculture mainly cocoa farming, food crops farming and rubber plantation as the main economic activities. Cocoa has huge importance within Ghanaian economy and plays central role in livelihoods of farmers in Wassa Amenfi landscape. Olam is a leading agri-business company that works in 70 countries worldwide. In Ghana, Olam operates across 6 different product categories: cocoa, cashew, biscuits, tomato paste, wheat and rice. It covers 58 districts and 85 upcountry warehouses in 6 regions, 5 upcountry branch offices and 3 port offices; 1,600 procurement clerks, 5,000 societies and 100,000 farmers. Within the landscape, Olam has purchasing clerks who buy from farmers within the landscape and who provide support to farmers with regard to improving cocoa productivity and sustainability. This is supported by a detailed information system, operating at farm and farm-household level with data on a range of variables relating to sustainability.
- **Sugar supply chain, working with Kilombero Sugar Company Ltd in the Kilombero**

Valley landscape, Tanzania. In Tanzania, the Kilombero Sugar Company (KSC) is Tanzania's largest sugar producer constituting around 43% of national production. Its focus of operations is the Kilombero Valley in Central-east Tanzania where it holds a large concession leased from government that is irrigated by the Kilombero River. Around 45% of sugar cane used by KSC, is purchased from independent out-growers, with around 70% of this total coming from smallholder farmers in the local vicinity. KSC's operations are centred on two mills in the Kilombero Valley region of Tanzania, near to the town of Kidatu. The company leases 12,000 hectares of land from the Tanzanian government, where 9,500 hectares are planted with cane. The vast majority of KSC's sugar is sold domestically. Water quality and quantity has declined in recent years as a result of multiple factors (including climate change). Upstream land-use change in the upper catchment, driven by small-scale farmers is seen as a key contributory factor.

- **Cocoa supply chain, working with ECOM, in the EL Dorado landscape in San Martin Region, Peru .** The main private sector counterpart in Peru is ECOM, a global commodity trading and processing company focusing on coffee, cotton, and cocoa in over 40 major producing countries worldwide. ReSupply is working in the San Martin region, where cocoa constitutes an important component of the landscape and of the economy in San Martin, where production is about 50 thousand tons, representing 42% of Peru's national production. Cocoa has expanded from 4200 ha in 2005 to 54,000 ha in 2017, occupying secondary forest, fallow, pasture-lands, and, in some areas, primary forest. In the upper boundary of its agro-climatic zone, cocoa is replacing coffee.

2. Evaluation purpose, scope and methods

2.1 Objectives

The project has now reached its mid point and consequently, IUCN has commissioned a mid-term review to explore Resupply's work, achievements and progress with the aim of providing guidance on how to maximize the potential for achieving the intended results and improve learning in its remaining timeframe (up to the end of January, 2022). Through the assessment of the progress, performance, achievements and lessons learnt to date, the review will contribute to both learning and accountability. The specific objectives of the mid-term review are:

- To assess the relevance of the ROAM to the development of business cases and to businesses.
- To assess the effectiveness of Resupply at achieving its objectives and provide clear insights about what has and hasn't worked so far and why
- To assess the early impact of the Resupply process and provide some indication about how the project is progressing towards achieving its intended outputs and outcomes
- To assess the efficiency in terms of value for money of the delivery of the Resupply outputs.
- To identify lessons and provide set of actionable recommendations on how the project and the project coordination/management could be adjusted for further improvement and to strengthen delivery on the project intended outputs and outcomes

2.2 Evaluation questions

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

2.3 Methods

For a number of reasons, progress made in the first 18 months of the project has been less than anticipated. As a result, there are few concrete results that can be objectively evaluated. Instead, the evaluation is formative in nature – and through a process of inference – conclusions and recommendations are generated based on the available evidence. As an illustration of this point, instead of assessing impact, the review assesses the likelihood that impact could be achieved, if activities are implemented according to agreed plans.

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

- **Interviews with key resource persons**. These included IUCN headquarter and field staff, private sector representatives from key firms engaged within the three project landscapes and where possible senior decision-makers within the global or regional offices of partner companies. A list of persons consulted is included in Annex 3.
- **A review of project documentation, reports and literature.** A secondary source of information includes evidence and data extracted from project-generated literature (such as project documents, progress reports, M&E strategy and reports, communication products, meeting notes, trip reports and back to office reports. In addition, reports on the adoption and implementation of FLR under the Bonn Challenge have been reviewed to increase understanding of wider drivers and barriers to FLR in

different national and sub-national contexts. A list of documents consulted is included in Annex 4.

The draft report was shared with all IUCN staff consulted in this evaluation and comments received. Furthermore, a virtual presentation was made of the key findings, conclusions and recommendations to IUCN staff at country, regional and global levels. Inputs from these were used to finalise and validate the final report.

2.4 Limitations

Restrictions arising as a result of the Covid-19 pandemic mean that country visits, and face-to-face meetings with representatives as well as focal group discussions with implementing partners have not been possible. This does place some limitations on the quality of evidence generated, as interviews have been done remotely, restricting interaction and impacting on more open-ended questions. However, the methods and approach described are the next best alternative given the current constraints on movement and travel.

2.5 Quality of evidence

Quality of evidence is assessed using a simple tool developed for this purpose and presented in Annex 2. Evidence collected from all sources has been subjected to a simple scoring around for key criteria – notably, its appropriateness, its reliability, its precision (or accuracy) and its contribution. Simple questions, devised against which these criteria can be assessed have been used. A four-level scoring has been applied (weak, satisfactory, good and excellent) which has been used to generate an overall score for each of the evaluation sub-questions posed.

3. Findings

3.1 Relevance

3.1.1 Relevance of project for private sector needs

The ReSupply project was designed and developed with a specific focus on the needs of the private sector and exploring opportunities for achieving sustainable development goals. The ReSupply project addresses two key challenges that private sector actors face. Firstly, it addresses the "implementation gap" – namely the gap between public commitments on moving towards sustainability goals (such as "zero-deforestation" or "forest-positive" objectives) and the limited overall progress made in achieving these goals. It does so by identifying, through a participatory and inclusive way, the key sustainability challenges (drivers of degradation), FLR investments and interventions and then developing a business case, tailored to the private sector, that lays out in clear terms the costs, benefits, risks and impacts. This, it is proposed, provides a tool for private sector staff working at field or country level to present realistic and costed proposals for changing corporate practices and investments in ways that benefit farmers, the company and share-holders. Companies are increasingly aware of the significance of external risks and threats – such as climate change, environmental change and degradation and loss of natural habitats – all of which can have direct and real impacts on long-term productivity and profitability. Demands are growing, from consumers and markets around the impacts of consumption on climate, forests and livelihoods. While these general trends are growing, there is little concrete and practical advice available to companies regarding what needs to change, where and at what cost and with what benefit. These are all the specific gaps that ReSupply aims to address. Finally, in an environment where corporations are increasingly being driven to pay attention to environmental, social and governance (ESG) risks – both from a consumer but also a financing perspective – those companies that are able to adopt new measures to address these risks are likely to achieve a competitive advantage. As such, ReSupply is highly relevant to private sector needs and has a great potential to support real change within agribusiness supply chains and practices.

The second challenge that this project addresses is the growing realization by the private sector that sustainability goals cannot be met by companies working alone, or with the involvement of their immediate supply chain actors alone – but require the support and input of other actors outside their immediate sphere of influence. By situating the supply chain sustainability problems and solutions within a wider landscape that include reference to ecosystem services (water, soil and water conservation, protection of water catchments, pollination services), problems beyond the immediate control of companies can be discussed and joint solutions found. By engaging with government, regulatory, enforcement and policy challenges can also be addressed – factors which continue to impact heavily on private sector (and farmer production patterns).

3.1.2 Relevance of project for government agencies

National government agencies have made a number of public commitments to forest restoration as part of the global Bonn Challenge initiative. At a national level, Peru has committed to restore 3.2 million ha under the Bonn Challenge[1] and the government is currently leading the development of the National Program for Rehabilitation of Degraded Areas (PN-RAD). This national programme explores rehabilitation mechanisms or practices for ecological restoration, rehabilitation and restoration of forests and landscapes including:

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

forest plantations, agroforestry and silvo-pastoral systems, assisted natural regeneration, management of forest plantations, sustainable forest management practices, exclusion or passive restoration, erosion control, soil recovery, etc., with a focus on conservation, protection and / or productivity. The government of Tanzania has pledged to restore 5.2 million hectares of degraded land under the Bonn Challenge[2] and is exploring a range of means to achieve this, include re-afforestation, agroforestry as well as various models of community forestry. Tanzania is currently, with support from IUCN, developing a decadal FLR strategy to guide country efforts to achieve restoration targets under the African Forest Landscape Restoration Initiative – AFR100. The government of Ghana has committed to restore 2 million hectares as its pledge to the Bonn Challenge, in recognition of the high levels of degradation within forest areas – particularly forest reserves, which have historically suffered from unregulated harvesting, encroachment and more recently small-scale illegal gold mining along riverine areas. A number of global institutions including, donors, UN agencies and IUCN have all committed to supporting these efforts. IUCN have to date undertaken ROAM assessments in over 90 jurisdictions worldwide. While private sector have been involved in this process, government agencies have been the primary drivers and conveners. Securing the participation and critically, investment from private sector actors has been a challenge to date. This project seeks to address this by bringing private sector bodies to a more central position within the ROAM process and critically to engage them in the early stages of the assessment itself. Furthermore, it aims to link these efforts directly to the national commitments made at government level.

3.1.3 Relevance of project for local communities

All three companies, to a varying degree, depend on small-scale farmers as producers of their specific commodity and as part of their supply chain. In Ghana and Peru, all cocoa production purchased by Olam and ECOM originate from small-holder production, while in Tanzania, around 45% of the raw sugar cane comes from out-growers in the vicinity of the sugar cane grown on the KSC estate. Integration of small farmers into global supply chains comes with risks and benefits. The rationale for this project is that by investing in sustainable small-holder production, buyers will not only meet their own sustainability objectives, but they will strengthen the resilience and productivity of local farmers, delivering long term development benefits in areas that otherwise have limited opportunities for income generation.

Community-level beneficiaries are likely to be those that are already integrated into company supply chains and are already producing commercial crops for sale. This implies a certain level of income and access to land. As such, ReSupply, while providing local level benefits (if investments are made) is unlikely to benefit directly poorer farmers with little or no links to commercial supply chains. As such, the poverty-focus of the project is likely to be limited when compared to other IUCN projects that have often made an explicit link to poor, vulnerable and marginalised households[3].

3.2 Effectiveness

3.2.1 Progress against plans

The Project M&E Plan lists a series of milestones, which the project aimed to reach by the mid-term review. These milestones are presented in Table 1, and a short statement is given regarding whether they have been fully, partially or not achieved as of June 2020. The status

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

[3] For example, IUCN's Pro-poor REDD+ project which sought to develop pro-poor approaches to addressing REDD+

of each milestone is represented by a colour shading with red signifying 'not completed', orange signifying 'partially completed' and green signifying 'fully completed'

Year and quarter	Milestone / Indicator	Current Status (June 2020)
2019 – Quarter 1	No targets this quarter	None
2019 – Quarter 2	Drivers of degradation identified	Partially completed: - Completed – September 2019 (Ghana) - Completed – September 2019 (Tanzania) - Not completed (Peru) but on-going (20%)
	Learning and outreach strategy produced	Fully completed: Communication Strategy produced (April 2019)
2019 – Quarter 3	9 landscape stakeholder groups are engaged in ROAM process	Partially completed: - Completed: Inception meetings taken place in Tanzania and Ghana, in mid 2019 and early 2020. - Not completed - Peru (contractual reasons and COVID).
	Readiness diagnostic produced	Partially completed: - Daignotics completed in Tanzania - Diagnostics on-going in Ghana (50% complete) and not yet started in Peru.
	Core CoP on FLR diagnostic on supply chains initiated	Partially completed: - Linkages established with the Global Agribusiness Alliance.
2019 – Quarter 4	Spatial map of restoration opportunity produced	Partially completed - Ghana: Not completed, but on-going (25%) - Tanzania: Not completed, but on-going (25%) - Peru: Not completed, but on-going (10%)
	3 landscapes with completed ROAM assessments	Not completed. - Capacity building on ROAM competed in Tanzania and Ghana
2020 – Quarter 1	No targets this quarter	None
2020 – Quarter 2	Priority FLR interventions at landscape level identified and validated	Partially completed - Ghana: Not completed – but on-going (60%) - Tanzania: Not completed – but on-going (25%) - Peru: Not completed – on-going (10%)
	Cost benefit analysis produced	Not completed (all countries)
	Supply chains for three commodities identified	Fully completed: - Cocoa, and sugar supply chains identified during inception
	FLR financing options identified	Not completed: - Ghana: Not completed - Tanzania: Not completed - Peru: Not completed

Table 1: Implementation status of milestones by project mid term

To date, progress against milestones has been below expected levels. Table 1 indicates that between project inception and mid term, there were 11 milestones. Of these, only two have been fully completed, 6 partially completed and 3 not completed. The underlying reasons for the limited progress is described below in the review of activities at country-level (Output 1)

3.2.2 Progress against outputs

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

Output 1 of the project is defined as: "*Local landscape actors, governments and private sector companies are equipped with technical information, capacity, and shared priorities to carry out FLR interventions that are creating multiple environmental, social and economic benefits in 3 project landscapes*".

Peru

Progress in Peru is the slowest of the three countries in the ReSupply project. The reasons for this are varied and complex, but involve the following contributory factors:

- ICRAF are the executing partner in Peru, as IUCN does not have a country programme or office in Peru. Securing agreement over the budget following extended negotiations over ICRAF's role and the contract took longer than expected and was exacerbated by changes in staffing and internal restructuring within ICRAF, which meant that a key position was vacant for some time, postponing conclusion of the agreement
- Changes in priorities for ECOM with regard to the working area selected for implementation. After initially signalling an interest in working with coffee in Central Peru, this decision was changed in favour of cocoa in the San Martin landscape.
- Divergence in opinions regarding the process to be followed. There appears to be differing understanding around the nature of the process being carried out – in the spectrum between greening a supply chain of farmers producing for the company – and the wider need for a more integrated landscape-level assessment.
- Following a decision that the relationship with ICRAF would be managed locally, the regular virtual co-ordination meetings held by IUCN HQ with field teams did not include ICRAF[4]. These meetings have proven to be a very important platform for discussing progress, building consensus across the project team and understanding on the process and agreeing next steps. The initial absence of ICRAF in these virtual meetings (which now do include ICRAF) may have exacerbated any differences in approach and missed opportunities to develop a shared vision and understanding.
- Finally, into this complex situation, a very extreme lock down has been introduced which has all but stopped any kind of travel within the project area. In a bid to try and 'contain' the COVID-19 situation, the Government of Peru declared a State of Emergency on 15th March. Under these measures, citizens are required to stay at home, local surface travel is extremely limited, international and domestic flights have been suspended, borders are closed, meetings and other gatherings have also been suspended, the army on the streets. This has completely curtailed all forms of meetings or interactions with farmers and farmer groups.

[4] Since the contract was signed in January 2020, ICRAF specifically requested that they have more flexibility and did not wish to participate in weekly or bi-weekly team calls, preferring to maintain targeted topic-specific calls as the need arose. This dynamic did not work so IUCN made the decision to formalize bi-weekly progress team call between ICRAF-ECOM- IUCN (HQ-EKU-DC-SUR)

As a result of these constraints, activities only began in earnest in early 2020, with a mission from the IUCN SUR and Economic Knowledge Unit (EKU) to meet with a number of key partners at national and landscape level. However, no inception or kick-off workshop has yet to take place (as has happened in the two other countries) and as a result, engagement with farmers and farmer groups has yet to take place in any meaningful way. IUCN and ICRAF have been liaising with ECOM and working together with them on the compilation of existing regional and sub-regional data sets, analysing data on soil erosion, climate change vulnerability, water security, deforestation and carbon stocks. This is being compiled into indicators that will be used to assess degradation and the impact on productivity and other supporting ecosystem services. Socio-economic proxies will help identify drivers and risks related to conflicting or unallocated rights, encroachment and migration. Data collection at the farm level has proven immensely challenging given the extreme and on-going lock-down restrictions. ECOM has offered the possibility of using their own field extension technicians to collect data, but given that this period coincides with harvest season, they are busy and the degree to which they can realistically collect all required data is limited.

Ghana

At a pre-inception meeting with IUCN and Olam a decision was taken on the extent of the project landscape – and given OLAM's network of farmers, this was agreed to include the three districts of Amenfi West, Amenfi Central and Amenfi East. This was followed by a ROAM training, which was helpful in building local understanding of the process, timeline and results. The training was targeted mainly at farmers together with Olam purchasing clerks (who have a strong and close relationship with small-scale producers in the landscape). An inception meeting was then held in September 2019 to kick-start engagement with local actors. Following these initial activities a "champions meeting" was planned at which FLR "champions" would be provided further training and orientation on the next steps in the ROAM process – including the collection of farm-level data. However, due to Covid-19 restrictions this was not possible. A local consultant was engaged to help proceeding with data collection. , with the hope that the champions meeting can be organised at a later date when the Covid-19 restrictions are eased. The consultant was able to compile detailed data on a sample of 35 farmers across all three districts. Olam have extensive socio-economic and GIS data regarding the farmers from who they buy, but this did not include farmers in Amenfi West district. Olam has now started data collection in this third district, which will complement that already collected by Olam and IUCN as part of the project. However, for IUCN to be able to formally access and use Olam-collected data, a non-disclosure agreement (NDA) between the two parties is required, due to commercial sensitivities. Getting agreement for this from Olam headquarters has proven very challenging and even at the time of writing this report, the agreement has yet to be signed. Despite this, excellent co-operation with Olam in Ghana has meant that data collection has continued well as efforts are put in place to finalise the NDA to enable data sharing when the results are ready

Spatial and GIS data (including aspects such as land-use and forest cover) is an additional information need. Unfortunately, it has not been possible to acquire suitable data from Ghana Forest Commission and as a result a local service provider has been engaged to provide this. IUCN Washington DC office is providing support in compiling and analysing spatial data and will lead the business case development.

Tanzania

In Tanzania, as with Ghana, an initial inception workshop was held with government, private sector and some community representatives as well as a sensitisation workshop, which targeted farmers and farmer groups as well as local NGOs in August and September 2019.

During the two workshops, discussions on drivers of deforestation and degradation, as well as restoration objectives were held and training given on undertaking the ROAM assessment. Following these two events, the focus of efforts shifted to data collection. At this time, it became apparent that the company was undergoing restructuring with some staff changes in key positions. Furthermore, flooding in the latter part of 2019 meant that the primary focus of KSC was on flood mitigation activities. As with Olam, for formal sharing of company-collected data, an extension of an NDA, signed between IUCN and a previous project) was proposed, which is still awaiting signature from Illovo head office. In parallel, an MoU with KSC at country level has also been drafted but given Covid-19 uncertainties, has yet to be signed. Despite this, data has been shared with the IUCN regional FLR hub and the IUCN Washington DC office, which are both providing support to data collection and compilation. Collection of farm-level data has been constrained by Covid-19 travel constraints as in Ghana and Peru. As a solution, IUCN are engaging African Wildlife Foundation (AWF) who have a physical presence in the landscape and who have agreed to undertake farm-level data collection. A series of risk maps have been produced relating to degradation and deforestation. At the national level, IUCN country office have built relations with the Vice President's Office (Division of Environment) who have overall responsibility for reporting on FLR and other environmental commitments, as well as Tanzania Forest Service (who have a role in overseeing implementation of FLR commitments). During much of 2019, KSC was undergoing a restructuring process, which has involved changes throughout company operations and has taken much of the time of senior staff. As such there has been limited contact and communication between the project and senior management within KSC to date, other than with the designated project focal person. A planned extension of out-grower support has been put on hold due to limited availability of investment funds. However, KSL support to out-growers continues, illustrated by the increase in field extension agents employed by the company, which rose from 10 to 24 in the past twelve months.

Activities in Tanzania differ from those in Peru and Ghana for a number of reasons. Firstly, sugar cane, whether grown on-farm or in an estate setting is not amenable to significant changes with regard to reducing input-intensive, monoculture production models. Secondly, the most significant environmental problem faced by KSC originates in the upper catchment of the Kilombero River. This area is densely populated and extensively cultivated and grazed. Unsustainable land management practices are driving a reduction in run-off and an increase in downstream sedimentation. KSC has few growers in this area. Identifying investments that KSC will be amenable to supporting at a sufficiently large scale to make a difference in water quality and discharge will be challenging and significant public finance will be needed.

<u>Cross-cutting constraints to Output 1</u>

Notwithstanding the delays caused by the Covid-19 pandemic, progress in Ghana and Tanzania have proceeded relatively smoothly and a clear plan is in place for undertaking local level data collection. Progress in Peru has been much slower for a range of complex and inter-related factors. Work is still needed to ensure local level participation (from farmers and farmer groups) and to capture farm-level data and inputs.

In all three countries, it has taken time to build understanding and capacity with the country teams regarding the ROAM process and working with the private sector. During the Washington DC inception meeting, it became apparent that there were major differences in terms of understanding between different members of the global and national teams. The ReSupply activities in Tanzania are co-ordinated and managed from Kigali, with the IUCN national focal person operating under instructions from this regional office. Tanzania was not represented at the Washington DC meeting (as the national IUCN focal person had yet to be recruited) and as such opportunities for orientation at this level were missed.

Finally, despite initial contacts with the three companies during the design phase, the time lag between design and implementation has meant that many of the individuals within the three partner companies have changed and building relations had to start afresh. Furthermore, securing agreements around sharing and use of company data (through NDAs) has taken much longer than anticipated and has slowed down data collection and compilation at local level.

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

For this output to be realised, it will be necessary to engage with the management of the three companies that are being supported at the national level in the three project landscapes. It is recognized that decisions relating to resourcing, investment and organizational change will have to be taken centrally.

To date, there has not been any formal meeting between IUCN and senior corporate decision-makers from the three partner companies, with the objective of introducing and presenting the project. Overall, IUCN has struggled to get the attention and interest of senior management to date, in part due to some concerns that without specific concrete proposals there is a risk of being seen as vague and unclear. Lessons from the IUCN Biodiversity and Business Partnership (BPP) indicate however that securing corporate buy-in and understanding at an early stage is critical to ensuring future action. The Global Agribusiness Alliance, which is facilitated and supported by the World Business Council for Sustainable Development (WBCSD), has offered to facilitate linkages with the three companies and helped to broker initial contacts with Illovo and Olam on the fringes of the Innovation Forum in London, during 2019. The GAA currently has regular interaction with company CEOs and senior management around issues of sustainability. Although not all three companies are members of GAA, corporate linkages already exist and contacts can easily be made.

At a global level, IUCN is developing a 'business model canvas' and a 'business case template' which will be used to guide private sector partners. The business model shows the broader vision of a company - how they operate and generate revenue, whereas the business case is based on specific actions (FLR interventions) to generate revenue (with a timeline, costs, benefits, etc.). The business model canvas is most advanced and is being developed in collaboration with ECOM and KSC, with inputs from IUCN Netherlands. The data being developed to guide these tools appear to be sufficiently detailed, robust and thorough to ensure that the economic case can be clearly presented. In addition to the detailed financial case, it will be equally important to ensure that the tools being develop help corporate decision-makers clearly understand how implementation of the FLR investments will respond to their overall concerns as managers – namely:

- Responding to supply chain risks
- Responding to increasing demands from customers, clients and financers regarding sustainability
- Building competitive advantage

IUCN have engaged Templar Advisers, a London-based firm specialising in corporate messaging, financial presentations, pitching and communications. Templar is currently working with IUCN Gland and Washington offices to identify clear messaging and presentations to senior managers, directors and potentially board members of the three companies. Essentially, this will revolve around three key messages:

- **Why?:** Why and how does FLR respond to key agendas confronting agri-business companies
- **What?:** What specifically is being proposed (in terms of investments), what are the costs, benefits and risks?
- **How?:** How will the changes proposed be implemented (how will it be financed, what resources are required, what changes are needed in the organisational structure and capacity and how will the changes be implemented?)

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

If the full potential of this project is to be realized, it is essential to engage with a wider group of companies that are potentially interested in investing in FLR across their supply chains. The project proposes the creation of a community of practice (CoP) of interested companies who could learn from and be influenced by the actions of the projects, thereby supporting efforts to scale up project actions beyond the immediate focus of the three supply chains and landscapes.

Initially, plans for engaging global private sector players revolved around a small group of interested companies (including Kingfisher, Kimberley Clark and others) who had had previous interactions with IUCN on FLR within private sector supply chains, but for a number of reasons this plan did not materialize. Firstly, some of the initial momentum in that group had declined due to limited contact from IUCN, and secondly because the number of similar platforms has proliferated in recent years and there is limited sense in creating a new one. Finally, it has become increasingly apparent that until IUCN have clear, concrete and practical recommendations generated from the three countries, it may be too early to engage with wider private sector bodies, if a more theoretical and general discussion is to be avoided. An alternative model is developing, based on the Global Agribusiness Alliance, following interest expressed during a recent meeting of the Innovation Forum in London during 2019, at which OLAM and Illovo were also present. As mentioned above, GAA could potentially play an important role in convening the three partner companies (within whom GAA already have existing relations) as well as providing communication channels through with a wider CoP could be engaged. GAA also has ideas of facilitating or supporting "shared learning journeys" which could ensure that senior managers are informed (in real time) of how the process is being developed at the field level in ways that allow learning, validation and inputs from higher managerial levels – as well as dissemination of experiences among a wider group of interested companies. Finally, and given their strong corporate relations, GAA are ideally placed to advise IUCN on how effective communication with decision-makers could be achieved and have expressed willingness to support this process as it develops.

3.2.3 Implementation arrangements and support

Co-ordination and implementation arrangements vary across each of the three countries where ReSupply operates. In Ghana, implementation at country level is under the responsibility of IUCN country office staff. In Tanzania, the IUCN FLR hub in Kigali is responsible for the technical delivery of the project and supervises one national focal person based in Dar es Salaam at the IUCN country office. In Peru, overall management and implementation the responsibility of ICRAF

Country teams are supported from two regional offices (Washington DC and Kigali), particularly with regard to data collection and analysis, the development of business cases,

supporting the ROAM process (and training) and facilitating links to senior staff within the companies at country level (in the case of KSC Tanzania). In Peru, initially, national level project implementation was supervised by the Latin America regional office, but this has shifted to IUCN HQ, in line with other countries. Regular, weekly calls are held between the project manager in Gland and all three country teams, which has proven valuable in providing support to individual country teams as well as facilitating sharing across the project. An initial inception meeting in Washington DC held in late May, 2019, bought together global, regional and national level staff[5] and was seen by many as a key event in terms of developing a shared understanding of the project, its theory of change, rationale and outputs. The meeting bought out the apparent gaps within country staff both in terms of undertaking FLR activities (such as ROAMs) as well as engaging with private sector. This underscored the need for regional and global support to the country teams.

The IUCN Global Business and Biodiversity Programme (BBP) has long experience of working with large private sector corporates on sustainability issues – including a recent initiative working with Nespresso in Brazil on on-farm and landscape restoration investments within upper catchment areas. They have strong and established linkages with corporate decision-makers and a deep understanding of private sector engagement issues. Other than informal exchanges and linkages, there has been no established collaboration between the between BPP and ReSupply project, which represents a missed opportunity. BBP could be used more to both help in the sharing of emerging lessons and experience and also to support increased contact and engagement with senior decision-makers.

3.2.4 Stakeholder engagement

As indicated above, the degree to which face to face meetings as well as stakeholder forums have been possible under current Covid-19 restrictions has impacted the ability of the project to reach out and engage with diverse landscape level stakeholders. However, in both Tanzania and Ghana kick-off, inception workshops were held as well as more concentrated training workshops for key stakeholder groups. An analysis of the representation of different interest groups from the workshops and meetings held in the two countries (Figure 1) indicates a balanced representation. Farmers and farmer groups are well represented in both countries, particularly in training workshops undertaken after inception meetings. The high representation of private sector in Ghana is due to the presence of purchasing clerks at the training workshop, who are counted as private sector).

Figure 1: Representation of key stakeholder groups at inception, kick-off and training workshops in Ghana and Tanzania[6] (Source: IUCN workshop reports)

Overall, the participation of women at these meetings and workshops is low, with Ghana recording 26% female participation and Tanzania recording 28%. Given the critical role that

[5] Tanzania was not represented at this meeting as the national focal person had yet to be recruited by the time the meeting took place

[6] At the time of writing this report, no inception or training workshops had been held in Peru.

women play within the production system, as well as their strong dependency on natural resource harvesting, this imbalance may bias the degree to which women's views are presented and incorporated. However, efforts were made in Tanzania to capture and present views of men and women on restoration objectives and strategies[7]. In Ghana, efforts were made to include women in the data collection as much as possible. The challenge is that in cases where organizations are invited to send representatives to engagements, the team has very little control over which gender they would nominate and also there seem to be more men in the positions/ roles that are central to the activities of the project

3.2.5 Monitoring and evaluation

A monitoring, evaluation and learning (MEL) strategy[8] was developed for the project and completed within the first quarter of 2019. The plan was developed by IUCN HQ M&E staff National staff were involved and consulted in the development of the plan and provided useful inputs into various draft versions developed. Responsibilities for implementing the M&E are aligned to specific responsibilities within the project (in other words – if you have responsibility for implementing a specific activity, you also have responsibility for undertaking the related monitoring and evaluation actions. Tools, templates and data capture forms, developed during 2019, are provided to track key outcome level indicators and milestones within the results framework. As these tools were only completed in the last quarter of 2019 and are being fully introduced during early 2020, there is limited evidence of outcome reporting to date.

The M&E strategy has a clear presentation of the project indicators and milestones as well as describing a plan regarding how the indicators will be measured and reported on. Furthermore, there is a section on learning that describes how periodic learning events will be facilitated by project management to ensure that knowledge and understanding generated as a result of this project is adequately disseminated across the different project teams.

The MEL plan includes a theory of change diagram, which provides a useful overview of how change at individual, company and sector level will be achieved. The model has one important omission, however, namely the inclusion of assumptions that link one implementation level to the other. Assumptions help provide the necessary and sufficient conditions that are needed to move from activities to outputs, outputs to outcomes and outcomes to impacts. When well formulated, they can be used to identify and describe the capacity, opportunity and motivation (COM) changes required to deliver behaviour change[9]. Many assumptions (often implicit) can be unpacked, explored and validated and where expected changes in individual or corporate behaviour are not happening as expected, reviewed in detail.

Given that the project is development in nature – in other words its rationale is about developing new ways of working, and that much has already been learned about the challenges of engaging with and supporting reforms within private sector supply chains, it is noted that to date, no learning events have taken place. Short, virtual exchanges around what has been learned to date would be a valuable tool in assessing progress and exploring how and why change happens.

[7] FFPO Training Report, Tanzania. Held at Mangabey Conference Hall, Udzungwa Twiga Hotel, Mang'ula – Kilombero, 13th – 14th August, 2019

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

[9] For further elaboration on this, see the COM-B model developed by John Mayne. See for example. Mayne. J. 2016. The COM-B Theory of Change Model. Working Paper.

Finally, there is always a risk that when M&E roles are decentralized, it becomes "everyone and no-body's" responsibility. Now that the tools are fully developed to support the implementation of the M&E plan, it is important to ensure that all staff are fully briefed on their roles, responsibilities and specific actions that are required to begin to track all relevant indicators and milestones within the MEL plan.

2.6 Impact and outcomes

The ReSupply project document defines impact as:

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

Assessing progress towards "reduced pressure" is not possible as the term is unclear, not possible to measure – and unlikely to be achieved during the project lifetime. Improving carbon stocks within degraded forests and landscapes is potentially measureable, but it would require a detailed baseline and monitoring of specific bio-physical changes bought about as a result of project interventions. There are no specific plans to track changes at impact level.

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

1. *Number of landscapes under restoration with private sector involvement*
2. *Number of global private sector actors that show high-level support and allocate resources to unlock FLR implementation in supply chains*

In reality, these two indicators are outcome statements and greater detail is required in order to unpack and quantify terms such as "involvement" (Indicator 1) and "high level support" (indicator 2). However, the allocation of resources (and in particular – financial resources) is an important means to assess both high-level support and commitment from the private sector. To a greater or lesser degree the three private sector partners are already providing some level of financial support to out-growers in the project landscapes so assessing this accurately will require an assessment of *additional* financial resources from the three companies in support of FLR investments identified in the business case. Getting solid evidence of this change is likely to be difficult, due to the difficulties in accessing company financial records. While companies may pledge to invest in particular areas, this may differ from what is actually spent. Ultimately, it may be necessary to undertake a small study towards the end of the project, using data and evidence from a range of sources to assess the degree to which company commitment is (or is not) being translated into concrete action.

There is interest from all three companies in the project and its aims. Companies see opportunities for greater interaction with IUCN at both national and global levels, both in terms of external expertise in FLR and sustainability, but also opportunities for partnership with a global environmental organization with a strong track record and credibility. All companies expressed interest in identifying ways in which they could reduce supply chain risks through support to their out-growers and farmer networks. These supply chain risks are manifested through growing concerns around productivity and declining yields (due in turn to soil erosion and loss of soil fertility) as well as wider concerns around ecosystem services (such as declining water supplies, declining water quality, upstream deforestation of water catchments, reduced pollination). All three companies provide on-going support to their

network of small-scale producers and interested to see how this can be made more efficient in terms of delivering greater benefits to both the company and the individual farmers.

Evidence collected during this review indicates that all three companies are actively collaborating with the project in the field and are supporting implementation directly. This contribution takes the form of sharing information about the supply chain as well as spatial data on ecosystem services, risks and hotspots, using company field workers to collect additional data needed and participating in preparatory activities associated with ROAM assessments. Although unable to comment specifically on what sort of response is likely from their own companies, they all confirm that a well-prepared (and presented) business case will be important if additional resources are to be secured from within the company. Key in ensuring that this work leads to real change will be not only presenting a business case for the specific interventions, but communicating that the intervention has a high chance of mitigating the effects of specific problem identified and that no other solution would result in better chance of success at lower cost.

A key aspect in this regard will be discussions on financing (which is included in the ROAM assessment as a distinct step in the process). Discussions with companies during this review point to the finding that leveraging company finances is likely to be increased if co-financing from other sources can be secured. As an example, one company indicated that if IUCN was able to secure co-funding from a donor for investing in on-farm productivity and sustainability, the chances of matching funding from the company were significantly increased.

Beyond the immediate supply chain of each of the three companies, the question of financing becomes even more critical. Taking the example of KSC, one of their major concerns (from a sustainability point of view) comes from the upper catchment area of the Kilombero River, in the foothills of the Udzungwa Mountains. Small farmers have cleared much of the remaining forest in this area (outside the Udzungwa Forest Reserve) and are practising unsustainable agricultural practises on steep slopes, resulting in considerable sediment load in the run-off from this area, reduced discharge and downstream flow, which both impact heavily on the production of sugar from the estate. Given that few if any of the company out-growers come from this upper catchment area, any investments made by KSC will not deliver increased supplies and only a marginal reduction in supply chain risk to the company (through reduced sedimentation). The Tanzania case is a classic example of watershed services and how the actions of upper catchment actors can impact on the incomes of downstream water users. A further example to emerge in early discussions in Ghana is the question of the impacts of illegal mining. Illegal mining is an increasing concern for local and national stakeholders due to the impacts these activities have on forest cover as well as water quality and pollution. In such situations, a host of questions emerge: Who will pay for restoring, rehabilitating upper catchment areas or forests impacted by mining? What role, if any, should the private sector play? What assurance is there that investing in such rehabilitation measures will deliver measureable benefits to private sector actors (such as improved water quality and quantity) given the scale of the problem and the number of actors involved?

This case points to the spectrum of likely investments (Figure 2) that will be revealed during the ROAM assessments – ranging from 'private investments' (those made on private land, delivering private benefits to the farmers and company with minimal wider public-good benefits) to 'public investments' (which generate widespread public goods, such as environmental restoration, poverty reduction and restoration of ecosystems, but with limited private benefits). Although countries are likely to develop a range of different investments, Ghana is arguably more to the left hand side of this scale (with 100% of cocoa within the supply chain being sourced from small-holders and the focus of actions likely to

be on-farm) and Tanzania to the right hand side (with a proportion of farmers being out-growers but much of the production originating from a single estate that is impacted by upstream catchment issues). As one moves along this spectrum, the case for public sector (governments, donors) investment grows and the chances of securing private sector investment (beyond small-scale CSR actions) diminishes. As one moves towards the centre and to the right of Figure 2, the importance of engaging with stakeholders beyond the company supply chain (local and national governments, for example) grows.

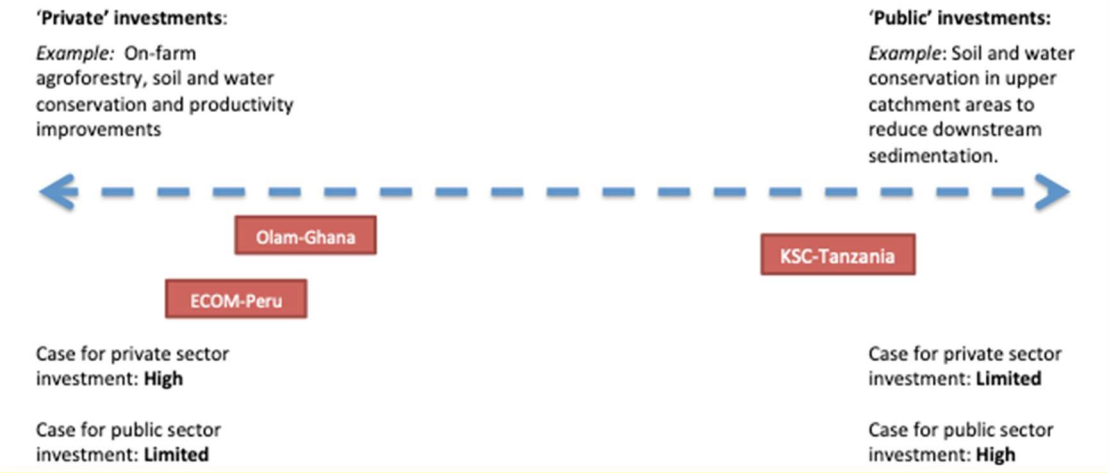

Figure 2: Continuum of public and private FLR investments likely to emerge from ROAM assessments

If any of the interventions identified during the ROAM assessment are to have any chance of being implemented by private sector actors, they will have to be communicated clearly and concisely to decision-makers at a national and global level. There is a valid concern expressed by IUCN staff that this should not be rushed – and that engaging with decision makers before concrete proposals are developed may result in confusion and mixed messages. In Tanzania, for example, KSC links to the project comes from two staff members, who have responsibility for the Kilombero Charitable Community Trust (KCCT) and data / information management within KSC respectively. Operating at this technical level makes sense, but in discussions with both of these staff it became clear that senior management within KSC has not been involved following the delegation of responsibilities. Clearly long discussions about data availability are not likely to attract the interest or attention of the CEO or Chief Finance Officer – but it is important that they fully understand what the project is seeking to do so and are kept abreast of developments and proposals as they begin to emerge. The danger otherwise is that when the work is completed, senior managers will push back and have little or no sense of ownership. As such, having a light-touch means of facilitating communication with senior management on progress and likely outcomes for validation purposes is essential as a means of mitigating risk.

A further consideration is one of language, terminology and communication. IUCN staff, being immersed in the language of aid and development talk a different 'language' to that of company CEOs and senior managers. ROAM, FLR, ecosystem services and Bonn Challenge are all foreign terms that have little real baring on more relatable concerns such as profitability, consumer demands and supply chain risks. The project concept is complex and not easily communicated – and feedback from a number of private sector respondents indicates that it has been challenging, initially at least, to understand exactly what this project aims to do and how it plans to work. While this understanding has grown among national level staff engaged in the project, it has yet to fully spread to decision makers further up the corporate ladder. Clearly, communication is key – a point that has already

been recognised by IUCN. Templar Advisers (as discussed above) will play an important role in facilitating clear and effective communication with companies

3.3 Efficiency

Table 2 presents the total project budget and expenditure by mid term around major cost drivers. Half way through the project's duration, 41.3% of the budget has been spent. Given the time taken to get the project launched and operating and the delays that have arisen due to Covid-19, the overall expenditure is reasonable and in line with expectations. The budget allocations provided across the cost drivers presented below are adequate and in line with projected needs. Only one area in the budget might require some attention – namely 'events', which has already reached 71% of its budget. Expenses on events has been higher than anticipated in Tanzania in particular, in large part due to the need to ensure participation of national government stakeholders in initial meetings. This strategy appears to have yielded results as the government subsequently approached IUCN to support the development of the national forest landscape restoration strategy, IUCN has secured a role to provide technical support on the implementation of the The Restoration Initiative (TRI) Project and IUCN has since leveraged financial resources to pilot a ROAM assessment. Given the need for stakeholder meetings in Peru (which have yet to take place) and further stakeholder meetings in both Ghana and Tanzania, this budget line may be exceeded by planned expenditure and may need to be increased from other areas that are projected to have an underspend (such as travel).

Cost driver	Agreed budget	Expenditure to date	Percentage
Personnel	1,236,295.00	554,590.05	44.8%
Supplies	2,000.00	100.11	5.01%
Office costs	3,150.00	0.00	0%
External services (consultants)	279,132.00	56,516.15	20.2%
Printing and communications	12,200.00	295.17	2.4%
Events	81,984.00	58,378.16	71.2%
Travel and accommodation	160,460.00	66,686.24	41.6%
Investments	4,800.00	3,327.65	69.3%
Administrative costs	267,004	106,296.27	39.8%
Total	2,047,025	846,189.80	41.3%

Table 2: Expenditures to date against approved budget

Figure 3 presents a break-down of expenditures to date by cost driver and by location. The majority of expenditure to date has been on personnel costs (accounting for 65% of total spending), which for a project of this sort is to be expected. Administrative overheads are reasonable, at 13% of total expenditure to date.

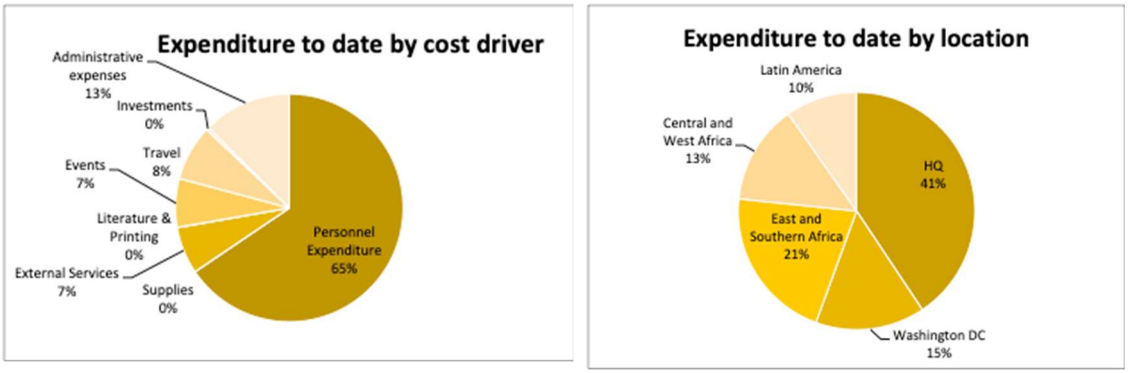

Figure 3: Expenditure analysis by cost driver and location

Expenditures by location indicate that supervisory and support functions from HQ and Washington office account for 56% of total expenditures. Regional offices provide direct support to the project in terms of data analysis, business case development and corporate communications. This figure is likely to be higher as the East and Southern Africa costs include a support costs from the Kigali FLR hub as well as Tanzania country costs. However, given the complex (and new) nature of this project, country offices are going to require significant back-up and technical support. Evidence collected in this review suggests that Kigali, Washington and Gland offices are providing important value added and as a result these costs appear reasonable.

Administrative and managerial arrangements in general appear to be working well, but delays in engaging ICRAF in Peru have undoubtedly resulted in delays and losses in efficiency. There is some evidence to suggest that having the Tanzania programme managed from Kigali has generated some loss in efficiency and operating a more delegated management (as seen in Ghana) with country teams driving the process, with support from regional or global offices might well have increased the pace of activities.

Overall, the efficiency of the project will depend heavily upon the degree to which the activities of the project translate into tangible implementation and the leveraging of corporate action. This review has suggested that while this is possible, a significant amount of work will be needed between now and the end of the project (particularly relating to corporate engagement and communication) if this is to be achieved. Further efficiency gains can be made if the project generates collective action within the wider community of practice. Plans for this are at a very early stage and again, significant investments and focus will be needed if real interest is to be engaged beyond the three pilot companies.

The project has experienced delays in all three countries as a result of the Covid-19 pandemic but work is progressing in ways that to some degree mitigate these impacts. In Peru, a severe lock-down, coupled with long administrative delays in launching the project have resulted in severe delays to achieving planned targets. This has impacted on both efficiency and effectiveness and greater attention to the Peru programme and the partnership with ICRAF will be needed if field-level activities are to be completed within time.

4. Conclusions and lessons learned

4.1 Conclusions

Overall, this review has found that the project aims, goals and outputs are highly relevant to the needs of the private sector and potentially fill an important gap within the FLR community of practice, namely the development of clear entry points for the private sector. Despite a number of internal and external delays and constraints, activities are progressing well in Ghana and Tanzania, and signs are that in Peru, despite restrictions imposed by Covid-19 and the late start-up of field work, that outputs will be developed as envisaged. Collaboration at a technical level, between field staff working on the project and private sector representatives is growing across the three landscapes and the benefits of this collaboration are becoming increasingly apparent.

Given the delays in launching and implementing landscape level actions, it is not possible at this stage to make clear conclusions regarding the likelihood that this landscape level work, when completed, will lead to measurable changes within the three companies – in terms of generating new investments within supply chains, allocating additional staff and capacity to addressing FLR and changing organizational and operational procedures and behaviour. For this to happen, a well planned and executed communication plan is needed that ensures that decision makers have the right kind of information, at the right time and in the right format. Work is under-way to develop the technical aspects of the business cases and external expertise (in the form of Templar Advisers) has been engaged to help package and communicate concise corporate messaging. Of greater concern is the very limited real contact that has taken place between IUCN project staff and corporate decision-makers in any of the three companies, and the absence of any meeting at which decision-makers from all three companies are present together with IUCN. Secondly, there has been little real progress in the development of a coherent community of practice, through which project learning and lessons can be effectively communicated and opportunities for scaling up of project outcomes can be identified. In the second half of the project period, ensuring that communication channels are opened up with corporate decision-makers, as well as a wider community of practice will have to develop in parallel to the work that is being undertaken at a country/landscape level with regard to the identification of landscape opportunities and actions.

4.2 Lessons learned

Corporate engagement takes time: For a number of reasons, soliciting support and engagement from the three companies at national level has taken longer than anticipated in the project proposal. Time lag between initial discussions with the three companies and project inception has also coincided with new company staff and corporate restructuring in some two of the three countries. As such, national company staff had to be re-oriented to the aims of the project and it has taken time for the project rationale and aims to fully resonate internally. Securing data sharing and agreeing non-disclosure agreements has taken much longer than anticipated. With the benefits of hindsight, project effectiveness could have been improved with a dedicated inception period, which would allow clarification of these issues to take place in all three countries, before a subsequent phase in which stakeholder engagement and ROAM activities would take place.

Building capacity and confidence within IUCN for corporate engagement: ReSupply marks a departure from standard ROAM approaches and for many staff at country level a new set of relationships with private sector players. Traditionally, IUCN has worked closest with government counterparts and NGO partners, but until recently has had limited engagement

with large corporate players such as ECOM, Olam and KSC. Securing the full understanding of national staff of the project aims and rationale, and ensuring that they have the skills, capacity and confidence to engage with the private sector has taken longer than anticipated. Interviews with the private sector representatives also points to the fact that for many of them, engaging with and collaborating with NGO staff represents a new way of working too, which has taken time to adjust to.

Securing company buy-in requires demonstrable concrete benefits: If companies are to be engaged in planning for FLR opportunities and critically to allocate company resources towards this goal, it is critical that companies are able to see concrete, direct and demonstrable benefits from doing so. Referring to the spectrum of investments represented in Figure 2, companies are more likely to respond positively to 'private' investments than 'public' investments where significant external cost-sharing would be needed.

5. Recommendations

This review has generated a number of important conclusions regarding relevance, effectiveness, efficiency, and outcomes. These all point to a four key recommendations, which are summarized below:

1. **Strengthening corporate engagement and communication at decision-making levels.** Clear communication with decision-makers of the three companies is needed in three main areas, if the work being undertaken at country level is to be translated into private sector action:

   a) Initial communication around the concept, goal and expected outcomes of the project

   b) Regular information with CEOs to keep them abreast of progress in the field

   c) The 'pitch' – what is needed and when, why and at what cost / benefit

   Although excellent working relationships at the field level are developing, knowledge and understanding of the project at corporate decision-making levels is limited. Perhaps using GAA as a convener, a meeting between decision-makers of GAA and IUCN needs to take place to ensure that the first of these three communication goals are met. The second communication goal above could be facilitated internally, via sustainability directors. The third and final goal is under development, and will be supported by Templar Advisers.

2. **Explore future donor-funded opportunities for cost-sharing FLR implementation with private sector.** Opportunities for leveraging corporate finances are likely to be increased if public funds can be identified as well. At a national level, this is beginning to happen through engagement with governmental partners (local and national). Opportunities do exist at an international level to leverage donor funds in support of partnerships with private sector bodies. This will take time to mature and initial discussions (with funds such as International Fund for Sustainable Land-use (IFSLU) / Partnership for Forests, funded by DFID) will be needed at an early stage. Once business cases have been prepared, such proposals can be developed during the final year of the ReSupply project.

3. **Clarify and implement clear plans for engaging a wider community of practice**. There is an urgent need to develop plans for engaging with a wider community of practice and identifying appropriate forums through which such an engagement could take place. GAA may represent one such forum, but other established forums are also available and a scoping of opportunities is recommended before taking a firm decision. Using the three partner companies as learning platforms, through which experiences and lessons could be disseminated through a learning-by-doing approach seems sensible.

4. **Strengthen monitoring, evaluation and learning processes**. A robust plan and system for M&E has been developed. The system can be strengthened by focusing more clearly on assumptions, and using initial experiences within the project to explore, test and validate these assumptions. What are, for example, the necessary and sufficient conditions that facilitate the transition from project outcomes (business case development, costed proposals for landscape investments) to corporate action (leveraging new financing, allocating staff and shifting company behaviour)? What has been learned to date on engaging with global agribusiness corporations?

5. **Undertake a review of project-based learning together with BBP.** Already, the project has learned important lessons about the realities of engaging agribusinesses in FLR

investments. BBP, working in the same area has accumulated years of similar experiences. By bringing together ReSupply and BBP staff, important lessons can be identified and communicated and areas of joint action can be agreed.

6. **Review project management and supervision responsibilities in Tanzania.** To ensure greater efficiency of operations, project management responsibilities in Tanzania should be delegated to the country office, with demand-driven, back-up support from the Kigali office (rather than the other way round as it currently stands).

Annexes

Annex 1: Evaluation Matrix and evidence log

Evaluation criteria	Key questions	Sub questions	Findings	Data sources and collection methods	Quality of evidence	QoE Score
Relevance:	To what extent does the work of Resupply address the priority issues for companies and local stakeholders to plan restoration in supply chains?	To what extent is ROAM fit-for purpose to serve as an entry point for business to engage in restoration activities?	Highly relevant to corporate needs. Responds to a number of core pre-occupations - namely supply chain risk, market pressure and competitive advantage. Work needed to explain and communicate concept to private sector actors	Interviews with private sector representatives (partner companies) and IUCN staff	*Good. Confirmed by all private sector respondents*	87%
		What are the key drivers / incentives for companies to adopt and invest in ROAM methods within their supply chains.	See above	Interviews with private sector representatives (partner companies) and IUCN staff	Good. Confirmed by all private sector respondents	83%
		To what degree does the ReSupply support interests and future actions of the private sector with regard to FLR work	Strongly supports private sector interests. Of particular interest is the identification of private as well as public-good interventions and investments and opportunities to engage with actors beyond the supply chain	Interviews with private sector representatives (partner companies) and IUCN staff	Good. Confirmed by all private sector respondents	85%
		What are the key information needs that private sector bodies need to plan for and decide on allocation of company resources for restoration activities	Costs and benefits of proposed interventions as well as risks. Assurance that investments proposed represent reliable and low-cost means to address underlying problem. Important that clear links are made to wider drivers and incentives for corporate decision-makers - as well as the facts and figures	Interviews with private sector representatives (partner companies) and IUCN staff	Satisfactory. Somewhat differing opnions, but difficult to assess as no "decision-makers" were possible to reach for interview as part of this review	58%
		To what extent is the current outline for the business case fit for purpose?	Canvas is robust and comprehensive. But it will need to articulate clearly how it responds to corporate drivers (see above)	Review of business case template; interviews with partner company representatives	Satisfactory. Somewhat differing opnions, but difficult to assess as no "decision-makers" were possible to reach for interview as part of this review	54%
Effectiveness:	How effective has been implementation to date and what can we learn from the way the project is implemented?	What has been the progress to date with reaching the planned milestones and indicators described in the project document and MEL strategy	Output 1: Slow but steady progress in Tz and Gh. Limited progress in Peru. 11 milestones. Project level indicators: 2 have been fully completed, 6 partially completed and 3 not completed	Review of project reports ; interview with project management	Good. Written project reports match with verbal statements from field staff	77%
		Is there a coherent theory of change? Are the assumptions and steps in the impact pathways consistent with current best practice?	ToC is not comprehensive - lacking presentation of assumptions.	Review of project theory of change and underlying (explicit and implicit assumptions)	Good. Review of M&E Plan confirms interview with IUCN M&E Staff	85%
		Are the regional teams provided with sufficient and appropriate/relevant resources and support from the global team to deliver on its outputs?	Yes. Resources are sufficient and are in line (or exceed) resources provided for other ROAM assessments undertaken by IUCN, Expenditure to date has been mostly in line with plans.	Interviews with IUCN regional team members and HQ staff	Good. Multpiple sources of evidence point to same conclusion	90%
		How effective was the ROAM process in engaging with key landscape stakeholder in each country? What has and what hasn't worked well so far? How have the problems encountered been resolved?	No stakeholder engagement in Peru. In Tz and Gh, good engagement, particularly through training where more farmer representation has been secured	Interviews with IUCN field staff and review of attendee lists from inception and training workshops	Good. Evidence from interviews matches with interview lists provided in workshop reports	92%
		To what degree has the project engaged the right people at the right level within international companies and corporations? How effective is IUCN in engaging with the companies at local, national, regional and international level? Is there support across the company - from management down to field levels?	To date, strong links at technical level in all three countries. Emerging links with sustainability officers in Tz and Peru. Few if any substantial links with corporate decision-makers in the three companies at global level	Interviews with partner companies - in country and at international levels	Satisfactory. Only partial evidence available as not possible to interview senior (decision-making) staff within corporations	49%
		To what extent has data collection for ROAM and the business cases gone according to plan? What worked, what didn't and how could it be improved?	Data collection is on-going and severley delayed by Covid-19 outbreak and lock-down. In the absence of stakeholder meetings and extensive field work, alternative solutions are being sought.	Review of progress reports and proposal. Interviews with IUCN country teams	Good. Written progress reports confirmed by interviews with field and HQ staff	86%
		What are the biggest barriers to meeting commitments on zero deforestation within supply chains and what to what degree does IUCN support meet those gaps?	Financing is a constraint - some companies see sustainability investments as additional rather than core costs; capacity of farners to be able to make long-term investments; wider changes in the landscape beyond supply chains having negative impacts (upstream clearance of water-catchments, illegal mining, forest encroachment)	Interviews with private sector representatives (partner companies)	Satisfactory. Only partial evidence available as not possible to interview senior (decision-making) staff within corporations	55%
		How effective has the project been in identifying and mitigating any possible negative impacts as companies move towards legal, sustainable supply chains?	This has not been undertaken as no specific interventions have been identified	Review of progress reports and interviews with IUCN country teams	Not applicable	N/a
		To what extent is the Monitoring, Evaluation and Learning (MEL) strategy and tools set up helping to (a) answer key guiding questions, (b) detect any needed programme implementation adjustments for better progress towards results, and (c) collect the right kind of data in view of conducting an impact evaluation by the end of the project? What adjustments to the MEL system are recommended to help understand impact of Resupply?	MEL strategy is well written, thorough and comprehensive, other than ommission of a TOC with clear assumptions. Clear indicators and tools for assessing achievement of milestones and indicators. No learning events have taken place and monitoring tools have yet to become fully adopted and mainstreamed.	Review of MEL strategy; Interview with MEL officer and project staff	Good. Review of M&E Plan confirms interview with IUCN M&E Staff	85%

What are the early markers of change among key target audience that demonstrate that Resupply is on its way to deliver on its intended outputs and outcomes.	Based on present plans and intentions of companies engaged in the project, what are the chances of downstream impact occuring - in terms of companies allocating financial and human resources to this initiative?	Difficult to state conclusively yet. Evidence of local-level collaboration between IUCN and companies on a technical level. Limited contact at higher levels. Need to ensure this begins soon if this outcome is to be achieved.	Interviews with senior representatives within partner companies	Satisfactory. Only partial evidence available as not possible to interview senior (decision-making) staff within corporations	46%
	What plans are being made for scaling up and what is the likelihood that these plans will be successful	Limited progress so far. No COP meetings yet to take place and no clear forum identified. Again, this will require clearer focus in final 18 months of project	Interviews with wider community of practice representatives; interviews with partner companies; interviews with IUCN staff	Good. Interviews with IUCN and partner organisation (GAA) agree.	77%
To what extent are the Resupply outputs in balance with the level of effort, time and resources spent?	What are the costs and cost-drivers so far and how are these distributed? Is there a reasonable balance between field level costs and management and overhead costs?	Analysis of cost drivers indicates reasonable distribution of expenditures, given the focus of the project on delivering technical solutions and models. Heavy focus on staffing and support from global and	Review of financial information	Good. Financial analysis provided by IUCN accounts department	74%
	Has spending and project delivery progressed according to the planned schedule?	Yes, Spending is in line with projections.	Review of financial information	Good. Updated evidence provided by IUCN accounts department	74%
	How can efficiency be improved?	Efficiency can be significantly improved if outcomes are achieved - namely, adoption and funding of FLR interventions by the three companies and replication of model by other actors in other contexts through the COP	Review of plans and outcomes	Good. Review of project plans and project document	83%

Annex 2: Quality of evidence tool

Assessment Criteria		1 / Weak	2 / Satisfactory	3 / Good	4 / Excellent
1 / Appropriateness					
1.1	Does the evidence received cover the required time period, is comprehensive and well structured?	Incomplete and deficient, poorly structured	Adequate with some gaps	Evidence is relevant, timeley and good	Evidence is comprehensive
1.2	Does the evidence received address the question being posed?	Incomplete and imprecise	Adequately describes activities and outputs with some basis in evidence	Clearly describes activities and outputs with a good basis in evidence	Comprehensive coverage of progress and performance demonstrating a strong logic and evidence base
1.3	Does the evidenced receive demonstrate congruence with the ReSupply results framework?	No link to the project results framework	Limited linkages to results framework	Good links to results framework	Evidence correlates well with results framework and indicators
2 / Reliability (of data and evidence)					
2.1	Is data presented in reporting measuring performance against targets? (To what extent is their reporting activities or results?)	No or little evidence that systematic results oriented M&E practices are being implemented; or M&E is totally inadequate	Adequate results oriented M&E practices are being implemented but with limitations	Results oriented M&E practices are being consistently implemented in measuring performance of projects	A high standard of analytical results oriented M&E practices are being universally implemented in measuring performance of projects
2.2	Are the data collection methods and approach relevant to the purposes of assessment?	This is not addressed or the methods and approach are inadequate to the task	Sufficient methods and approach to data collection are explained and applied	Methods and approach to data collection are strongly coherent and generate reliable data	Methods and approach to data collection are strongly coherent, fully comprehensive and generate highly reliable data
2.3	Has the project prepared baseline assessments prior to or shortly after the start of implementation?	No evidence of baselines being prepared or no understanding of the importance of baselines or their use	Some evidence that baseline data is gathered and used in measurement of performance	Baselines are prepared in all cases prior to project implementation that provide an adequate basis for measurement	Comprehensive baseline data and assessments are consistently prepared to a high standard and rigorously applied to measuring performance
2.4	Are data collection tools (sampling frame, surveys, interviews, focus groups etc.) used	No or only poor / inadequate application of tools	Simple tool(s) used to a sufficient standard	Application of a range of tools to a high standard	Comprehensive application of a range of tools that are clearly defined and applied using best practice
2.5	Is evidence triangulated (cross-checking) of findings and external validation (going beyond self-reporting)?	No evidence	Some evidence of triangulation of findings but not in a systematic fashion	Evidence of validation from more multiple sources	Evidence of comprehensive validation from independent sources
3 / Precision (credibility of the analysis and findings)					
3.1	Is the analysis of data and findings clear, systematic and focused?	Weak findings and / or unclear and unconvincing analysis	Adequate analysis but concerns about limitations or credibility affecting the resulting conclusions	A good analysis leading to convincing arguments / conclusions	Thorough, precise, systematic and comprehensive analysis leading to detailed and significantly substantiated conclusions
3.2	Are the unintended and unexpected changes (both positive and negative) identified and explained?	These effects are not examined at all	These effects are identified but there is only cursory explanation	These effects are well identified and explained	These effects are well identified and comprehensively examined and explained.
3.3	Has the project shown the ability to demonstrate evidence based results?	No or little evidence based reporting of results due to lack of i) skills, ii) available capacity , iii) absence or insufficient budget	Some evidence based reporting of results but limitations due to insufficiency of i) skills, ii) available capacity , iii) adequate budget	Demonstrated capacity and capability to produce evidence based reporting of results that meet defined quality standards	Consistent high standard of evidence based reporting of results and communicating findings that meets the needs of learning and accountability to defined quality standards
4 / Contribution					
4.1	Does the evidence or data provide a clear contribution to change, i.e. attribution?	No or extremely limited explanation of attribution to the overall changes being achieved	Some limited explanation of attribution to the overall changes being achieved	Clear explanation for the contribution and reasons to the overall changes being achieved	Comprehensive and systematic treatment of change based on the counterfactual
4.2	Are alternative factors (e.g. the contribution of other actors) likely to explain the observed result alongside the intervention's contribution?	No data is available to use as a point of comparison	Data is available and as been used as a point of comparison	Data is available and as been used as a point of comparison. A clear justification exists for why this is considered appropriate.	Data is available and as been used as a point of comparison. A clear justification exists for why this is considered appropriate. The data provides a relevant and high quality basis for comparison

Annex 3: List of persons consulted

Name	Institution	Title
Mirjam Kuzee	IUCN (Washington DC)	Senior FLR coordinator
Leander Raes	IUCN (Washington DC)	Economist
Florian Reinhard	IUCN (Gland)	Monitoring and learning
Chris Buss	IUCN (Gland)	Programme Co-ordinator
Pauline Buffle	IUCN (Gland)	Project Co-ordinator
Giulia Carbone	IUCN (Gland)	Deputy Director, Global Business and Biodiversity Programme
James McBreen	IUCN (Peru)	Regional manager
Saadia Bobtoya Owusu-Amofah	IUCN (Ghana)	Country focal person
Dorcas Owusuaa Agyei	IUCN (Ghana)	Assistant country focal person
Doyi Mazenzele	IUCN (Tanzania)	Country focal person
Charles Karangwa	IUCN (Kigali)	Regional Technical Co-ordinator, FLR
Ephrem Imanirareba	IUCN (Kigali)	Economist
Joseph Njue	IUCN (Kigali)	GIS specialist
Valentina Robiglio	Lead Scientist	ICRAF
Martin Reyes	Spatial Analyst	ICRAF
Megan Harrington	Kilombero Community Charitable Trust	Co-ordinator
Benjamin Cousin	Regional CSR and Sustainability Manager	Illovo
Kennedy Ntoso	Head, Cocoa Sustainability	Olam, Ghana
Jose Astete	Head of Sustainability	ECOM Peru
Camila Olmedo	Sustainability and management liaison	ECOM Peru
James Patrick	Director	Templar Advisers
Ruth Thomas	Director	Global Agribusiness Alliance

Annex 4: List of documents reviewed

ReSupply Project Document, Budget and Logframe

ReSupply Annual Report (2019) and Semi-annual updates

Back to office reports (Ghana, Tanzania, Peru)

Minutes of Washington DC inception meeting

Business case canvas

Interim Report – Ghana, Peru and Tanzania

Training workshop reports (Ghana and Tanzania)

Inception and kick off meeting reports (Tanzania and Ghana)

ReSupply Monitoring, Evaluation and Learning Strategy
Event meeting Tracking Table

Knowledge Uptake Table

ROAM Exercise Reminder Book

GAA draft TOR for CoP on Net Positive Action

ReSupply Communication Plan

Flyer – What is Forest Landscape Restoration – for Champions

ReSupply Briefing Note

Meeting notes with KSC management in Tanzania