The webinar will begin shortly

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Engaging with Landscape Initiatives

TROPICAL FOREST ALLIANCE
Jurisdictional Exchange Network

For Technical Assistance contact Gianluca.Gygax@weforum.org
Companies are taking action both within and beyond their supply chains.
Why work at landscape scale?
There are many pieces in the landscape jigsaw
Ways of working at landscape scale

Supply chain company

Supply shed projects
- Working with local projects and initiatives within a landscape

Landscape or jurisdictional initiatives
- Working with multistakeholder initiatives in particular landscapes

Sector/issue approaches
- Working with national or sub-national policies and programmes across multiple landscapes
Elements of landscape and jurisdictional approaches
Today’s presentation

• Guidance for engagement with landscape initiatives
• Developing examples of company interventions
• Learning from Siak-Pelalawan Landscape Programme in Indonesia
• National adaptation in Ghana
Guidance for Engagement with Landscape Initiatives
for Supply Chain Companies
Guidance for Engagement for Supply Chain Companies

Part 1  Preparing to engage in a production landscape

1. Understand the supply base
2. Identify priority landscapes
3. Decide what kind of approach is appropriate
4. Identify and assess initiatives in the selected landscape

Part 2  Practical engagement in a landscape

5. Understand local motivation, expectations and decision-making
6. Clarify resources available and scope of engagement
7. Understand governance and build trust
8. Plan and implement interventions
9. Coordinate communication
10. Monitor and evaluate
Part 1 Preparing to engage in a production landscape

1. Understand the supply base
   Supply chain mapping, understand the risk

2. Identify priority landscapes
   Important for procurement, level of risk, existing leverage

3. Decide what kind of approach is appropriate
   Supply chain mapping, understand the risk

4. Identify and assess initiatives in the selected landscape
   Exploring the goals, governance, and inclusiveness
Decision point: existing or new initiative?

Does the initiative:
• align with your objectives
• work openly and collaboratively?

YES
Continue to Part 2
Support existing initiatives

NO
If this location is important, company may need to build collaboration and coalitions
5. Understand local motivation, expectation and decision making
Align company objectives with local priorities

6. Clarify resources available and scope of engagement
Funds or in-kinds; direct funding and/or expertise; limited participation to leadership role

7. Understand governance and build trust
Understand governance for the initiative as a whole and for private sector involvement

8. Plan and implement interventions
Intervention at variety of scales, align timelines with other stakeholders

9. Coordinate communication
Align communication and plan in advance, communication lead, public communication strategy

10. Monitor and evaluate
Align with the initiative has developed, using & aligning common indicators
Guidance for Engagement: sharing, adaptation, and testing in production landscapes

- National adaptation: Ghana, Indonesia, Cameroon and Liberia
- Shared with more than 60 supply chain companies and with partner organisations
- Collaborating with TFA, WWF and Meridian on guidance for private sector interventions

The guidance is available in our website for any feedback

### Examples of company interventions

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>⚡</td>
<td>Real-world examples of corporate engagement in landscape/jurisdiction approaches?</td>
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<tr>
<td>📚</td>
<td>Clear guidance for companies that want to engage in landscape/jurisdictional approaches – what is it?</td>
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<tr>
<td>👤</td>
<td>WWF, Proforest, TFA, and Meridian co-hosted/facilitated 4 workshops in 2019 (Bogota, Accra, Berlin, Bangkok) identified interventions</td>
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<tr>
<td>🎨</td>
<td>Guidance will be hosted in interactive format on TFA’s website</td>
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<tr>
<td>☟</td>
<td>Menu of interventions can be filtered by categories (eg cost, duration, company position in supply chain)</td>
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<td>📝</td>
<td>On-line launch mid-June</td>
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## What do the corporate interventions contain?

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Co-design jurisdictional goals and key performance indicators (KPIs)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Real-world example</strong></td>
<td>Wilmar and Sime Darby sit on Sabah, Malaysia's Jurisdictional Certification Steering Committee. Together with government and civil society, they developed...</td>
</tr>
</tbody>
</table>
| **How to implement**                              | • The core of designing jurisdictional goals and KPIs comes down to reaching agreement with other stakeholders...  
• With targets and indicators defined, an action plan can be developed...  
• ... |
| **External conditions required for success of the intervention** | • Trust built among stakeholders involved in the co-design process  
• ... |
| **Cost**                                          | • Staff time to participate in meetings/provide comments to written materials ($)  
[using a scale of $ - $$$$]  
• ... |
| **Duration**                                      | 6-18 months |
| **Value proposition for undertaking this intervention** | • By aligning jurisdictional goals and KPIs with its own sustainability objectives, a company can leverage multi-stakeholder efforts to help deliver outcomes the company needs to deliver regardless.  
• ... |
Q&A

Please type your questions into the Q&A box.
We will not be able to answer all questions live, but can follow-up offline.
Siak Pelalawan
Landscape Programme (SPLP)
Siak and Pelalawan Landscape – General Setting

• Very large palm oil production center
• Of the ~260 mills in Riau, >20% are in Siak & Pelalawan (50 mills)
• This includes about one-third of the ‘high risk’ mills in Riau (based on GFW palm risk tool)

Both Siak and Pelalawan have:

• Large areas of peatland
• Several protected areas, including Giam Siak Kecil Biosphere Reserve, Zamrud NP, Kerumutan Wildlife Reserve and Tesso Nilo NP
• A very high historic deforestation rate and presence of recurrent fires
• Enabling environment to promote sustainable palm oil through Green District agenda in Siak and Sustainable Palm Oil Forum (FoKSBI) in Pelalawan
• On-going pilot supplier engagement work by companies, providing knowledge and expertise to share and apply lessons learned to a larger scale,
• Numerous independent smallholders, needing support to move toward responsible production
• Social issues related to health and safety of workers, land conflicts and weak land tenure.
SPLP Coalition Framework

For both components, the Coalition design phase defines:
1. Goals and outcomes to achieve long term impact (5 years)
2. Short term interventions for 2019 – 2020 (Stage 1 Interventions)

The “how”
1. A Multi-stakeholder platform to effectively govern and implement the landscape programme (Enabling factor)

Key components of the platform:
1. Governance structure (decision making, policies)
2. Information sharing
3. Funding allocation and management
4. Monitoring and reporting
5. Communications
6. Multi-stakeholder engagement

The “what”
2. Impact goals to monitor and communicate progress on expected outcomes

Structured around 4 main themes:
1. Protect and enhance forests and natural ecosystems
2. Protect and enhance peatlands
3. Empower smallholders and local communities to achieve improved livelihoods
4. Respect for human and labour rights
Proposed approach

3 Phase Process

Phase 1 – Intervention design
- Understanding of the production landscape and actors
- Agreed goals, objectives and KPIs by partners involved
- Agreed ‘boundaries’ of the landscape
- Plan to achieve defined KPIs

Phase 2 – partnership development
- Partnership Agreement delineating roles and responsibilities
- Concept and financial structure as well as financial commitments
- Platform to exchange information

Phase 3 – Implementation and Monitoring
- Implementation of agreed activities
- Capacity of local organisation built and available
- Empowerment local organisations
- Monitoring of progress against set KPIs
- Delivering on agreed goals and objectives

Main outputs
Design Phase:
Process to define Goals, Outcomes and Interventions

1. Identify existing goals and objectives per district
2. Map production base and conservation opportunities in the landscape
3. Initiative mapping & stakeholder consultation → understand existing efforts
4. Benchmarking goals and objectives against existing initiatives against companies NDPE commitments
5. Design first draft interventions - long term and short term activities
6. Seek input on proposed interventions from government and key stakeholders

Input to Implementation Year 1

- Identify impact/goal (5 years)
- Select outcomes that contribute to goals
- Detail short term activities (Phase 1) - those that are aligned with district plans; or activities implemented by key organizations that can be scaled; or replicated;

- Based on review of underlying drivers of unsustainable practices
- Interventions aim to help address root causes, thereby providing durable solutions
- Presented 21st of Feb in Singapore

- Siak Green District Decree & Road Map
- Agricultural Service Strategic Plan 2016-21
- Sustainable Palm Oil NAP
- Pelalawan District Action Plan

- Review supply chain overlap
- Map & categorize all mills
- Develop methodology for defining conservation priorities and map them

- Identification of NGOs, CSOs, private, public sector stakeholders in both districts
- Interviews/meetings
- Map existing initiatives

- Compare company NDPE commitments with district goals
Engaged with local processes
Align with national govt
Identify root causes
Consolidate within the coalition
Showcase progress and exchange learning
# Overview Work plan – Year 1 Implementation

<table>
<thead>
<tr>
<th>Workstreams</th>
<th>Summary of activities</th>
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<tbody>
<tr>
<td>1. Conservation &amp; restoration of 5,000 ha</td>
<td>Feasibility study for target sites, including site visits; Investment and Implementation plan development</td>
</tr>
<tr>
<td>2. Village-level support to initiate progress toward sustainable production-protection models</td>
<td>Methodology, short listing and defining village interventions, rapid assessment</td>
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<td>Engagement and implementation village interventions in 10 villages</td>
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<td>Preparation of model for up-scaling</td>
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<tr>
<td>3. Development and implementation of district-wide TTP strategy (Risk calibrated or similar)</td>
<td>TTP data collection and strategy development for both districts</td>
</tr>
<tr>
<td>4. Tesso Nilo support to strengthen protection /rehabilitation efforts</td>
<td>Support activities defined and implemented</td>
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<tr>
<td>5. Mill-level engagement to transition mills to NDPE compliance</td>
<td>Mill segmentation and engagement</td>
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<td>Government support in socialization with mills and groups</td>
</tr>
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<td></td>
<td>Additional training and development of mill engagement action plans</td>
</tr>
<tr>
<td>6. Action plan on social risks related to palm oil production</td>
<td>Scoping study and plan development</td>
</tr>
<tr>
<td></td>
<td>Ulula implementation</td>
</tr>
<tr>
<td>7. Support design and development of (external) multi-stakeholder platform</td>
<td>Siak – stakeholder engagement, review of options, design, operational</td>
</tr>
<tr>
<td></td>
<td>Pelalawan – stakeholder engagement, review of options, design</td>
</tr>
<tr>
<td>8. Engagement, Management and Monitoring (EMM)</td>
<td>Reference separate detailed EMM workplan</td>
</tr>
</tbody>
</table>
Selected villages Siak

Legality ▼ Production ▼ Biophysical ▼ Other ▼

Slak and Pelalawan

Mills By Group Ownership

Priority Areas to Conserve 2019
1st priority
2nd priority
3rd priority
4th priority
5th priority

Oil Palm 2015
Inside Concession
Outside Concession

Targeted Villages:
Desa - Siak & Pelalawan
Siak and Pelalawan Boundary

Base Map: © Mapbox & OpenStreetMap
Selected villages Pelalawan
Proposed types of engagement

Propose to differentiate companies into:

1. SPLP Coalition **members**
2. SPLP Programme **supporter**

**SPLP Partner Framework:**

1. SPLP Coalition members:
   - Must contribute to EMM. Otherwise automatically a supporter
   - Members that have on the ground presence have option to contribute in-kind to agreed LS Interventions, defined on an annual basis

2. SPLP Programme supporters:
   - Only contribute to selected activities/outputs
   - Has no decision-making power
   - Cannot claim to be member of SPLP Coalition
   - Can make claims and communicate only related activities supported
Reminder: SPLP Guiding Principles

Purpose of Guiding Principles

Guiding Principles serve to facilitate:

• Defining shared long-term vision, goals and objectives of the landscape programme. *What does the Coalition aim to achieve in the landscape?*

• Forging agreement among Coalition members on their rights and responsibilities as members of the Coalition. *What does it mean to be part of this group?*

• Clearly articulating expectations of current and new members who might join the Coalition. *What are members expected to do?*

• Formation of a “Company Compact” that describes how Coalition members commit to work toward advancing shared common goals both through explicit forms of cooperation as well as each partner’s pursuit of their organizational agenda. *How does each company’s contribution advance our shared common goals?*

• Forging agreement that working at the landscape means working with other actors (governments, communities, civil society, smallholders) to develop and pursue shared common goals. *How does the Coalition work with others in the landscape?*
Reminder: SPLP Guiding Principles

1. **Commitment to a Landscape Approach.** Recognize that landscape approaches to sustainability are different from conventional, project-based activities.

2. **Pursuit of Shared Objectives.** Agree that activities pursued under the landscape programme will advance a core set of shared goals and objectives agreed upon by the Coalition.

3. **Fair & Flexible Modes of Co-finance.** Recognise need to develop coordinated financial approaches to fund and implement the SPLP; Offer flexibility to allow for members to individually or jointly (w/ a few members) fund specific activities based interest levels, while also ensuring adequate funding to advance all core objectives agreed by the Coalition.

4. **Commitment to Responsible Business Practices.** Have a robust policy that commits fully to sustainable sourcing and production and can assure the Coalition that company or group-wide business practices will not undermine progress toward achieving shared objectives agreed by the Coalition.

5. **Transparency.** Express and demonstrate a commitment to transparency including on data, progress, and KPIs.

6. **Communications.** Recognise the need for coordinating external communications.
Developing National Practical Guide for Supply Chain Companies
The Case of the Ghana Cocoa Forest REDD+ Programme
The Ghana Cocoa Landscape

- The Ghana cocoa forest landscape (approx. 5.9 million ha) has one of the highest deforestation rates in Africa (3.2% per annum)

- Cocoa is the single most important commodity driver of deforestation in the forest landscape

- The GCFRP seeks to reduce emissions driven by cocoa farming and other agricultural activities and land use, in a manner that will protect Ghana’s forests, improve incomes and livelihood opportunities for farmers and forest users.
The GCFRP

The GCFRP has identified Hotspot Intervention Areas (HIAs) based on the assessment and comparison of key parameters such as:

• deforestation trends;
• cocoa production;
• drivers of deforestation;
• potential scale of impact; and
• presence of stakeholders.
GCFRP Implementation through PPP

Interventions:
- Shade Trees on Farm
- Enrichment Planting
- Extension
- Climate Smart Production Systems
- Forest Reserve Rehabilitation
- Policy Reforms
- Law Enforcement
- Access to Inputs and Inputs Supply
- Strengthen Tenure Security
Practical guidance for companies

• Working with the FC and other key stakeholders to adopt the Proforest global practical guide to the situation of the GCFRP for supply chain companies to engage with the GCFRP

• The guidance will be a step-by-step guide intended to help supply chain companies to identify and engage with relevant initiatives in the landscape, in order to deliver on responsible production/sourcing commitments
Adapting global guide to the GCFRP situation in Ghana

**Engagement**
- Key actors at national and the landscape levels e.g. supply chain companies, government institutions, NGOs & CSOs, platforms

**Awareness Creation**
- National and landscape levels for understanding on need to align private sector commitments with national and sub-national initiatives

**Capacity Building**
- Landscape level to create capacity for support and alignment of private sector commitment and actions with national and sub-national initiatives

**Analysis of national and sub-national policy processes on PLP issues**
- Review of policies, strategies, action plans, legal frameworks to identify gaps and opportunities

**Landscape initiative mapping**
- Identify and review relevant on-going initiatives within the landscape

**Collaboration with Forestry Commission**
- For inputs to develop national guidance

**Draft national guidance for engagement**
The landscape is in the Ahafo Region of Ghana within the Moist Semideciduous forest zone

Noted for high timber and agricultural (especially Cocoa) production

A total land area of 326,855 hectares and accounts for about 10% of Ghana’s total cocoa output.

Total population of about 402,773 people with about 50,000 cocoa farm families.
Asunafo-Asutifi Landscape Intervention

There are singular efforts by supply chain companies and CSOs to address some of the environmental and social issues associated with cocoa production in the area.

It is obvious that the singular efforts are not resulting in the desired results, hence the need for landscape approach which offers opportunity for partnership among key stakeholders to address the issues.
Aim of the landscape intervention

Proforest is facilitating the Asunafo-Asutifi Landscape Intervention in collaboration with WCF, Ghana Cocoa Board and Forestry Commission.

8 Cocoa companies who source cocoa in the landscape has sign on to be part of this intervention: Cargill, Ecom, Lindt, Mars, Mondelez, Olam, Sucden &Touton
Intervention Design

Involves convening partners and relevant statutory agencies to identify the key cocoa production challenges in the landscape and agree on the most appropriate and effective intervention option and approaches, that will produce the desired goal in the long-term. Partners will agree on objectives, scope, locations and design the overall interventions of the program.

Partnership Development

Once interventions are clear and supporting partners have been identified, partnerships to implement the program will be formed and the FC will be formally notified. The process for the establishment of MOU with the FC/MLNR as well as the COCOBOD will commence. The implementation of any landscape project linked with the GCFRP requires formal relationship through MoU with the FC and other statutory organizations.

Program Implementation

Implementation of agreed interventions.
Successes

• Government supporting development and owning the national guidance. The Climate Change Department of the FC will be using the guidance to engage the private sector and key actors to align their initiatives/engage in the landscape

• The intervention at the Asunafo-Asutifi HIA is an outcome from the process. After engaging the private sector, two companies proposed to Proforest to facilitate the intervention for two purpose:
  1. Align companies' commitment with the GCFRP
  2. Test the national guidance
Successes – continued

• Siak Pelalawan Landscape Programme was initiated by companies sharing the common supply base, aiming to ensure responsible sourcing. In other places, it remains challenging to get private sectors engaged.

• Government (national and sub-national) leadership has been progressive, this allows bureaucracy barriers at manageable level and formalization of partnership goes smoothly.

BRG – Proforest, Dec 2018
Siak Govt – companies, Jul 2019
Siak Govt – CORE, Feb 2020
Common challenges

• With multiple companies, it's quite challenging to manage expectations — identify common priorities & quick wins from public-private perspective

• Companies involved have different internal decision-making mechanism — don't underestimate the time requirement

• For certain commodity sectors, there might be reservation from CSO/government, given the past reputation — be mindful on highlighting alliance
Common challenges

• Adopting a global guidance to a national situation using a landscape/jurisdictional initiative that focuses on one agro-commodity within a landscape with multiple commodities makes it difficult to engage other companies not involved in production of the target commodity.

• Working with partners like government institutions, CSO/NGOs etc. takes time due to organizational bureaucracy in decision making. Managing these delays with donor timelines and targets is challenging.
THANK YOU

proforest
Q&A

Please type your questions into the Q&A box. We will not be able to answer all questions live, but can follow-up offline.