

REPORT

# Forest and Landscape Investment Forum

16-17 May 2017 - Marriott Hotel, Kigali, Rwanda

A photograph showing two hands, one from the left and one from the right, gently holding a small, vibrant green plant seedling with soil. The background is a blurred field with wooden stakes and other plants, suggesting an agricultural or reforestation site.

Unleashing Business Opportunities  
for Sustainable Landscapes



©FAO/Marco Longari - 2015, Nyirubomboza, Rwanda -Farmers applying soil erosion techniques by digging ditches in a field

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## Foreword



**R**wanda, the land of a thousand hills, presents a variety of precious ecosystems critical for the production of food, feed, fiber, and fuel. However, the natural resources are under increasing pressures, accelerated by climate change.

The Government of Rwanda is aware that urgent action is needed before our productive capacity is irreversibly depleted. To protect our ecosystems and the services they underpin, our Government is showing leadership with an ambitious pledge to restore two million hectares of deforested and degraded land throughout the country by 2020. Rwanda is proud to take the lead in advancing the Forest and Landscape Restoration Agenda in the Region, under the auspices of the African Forest Landscape Restoration Initiative AFR100 and the Bonn Challenge.

We believe that it is urgent to reinforce regional cooperation through an exchange of experiences. A common design of innovative solutions is crucial in facing these common challenges. We were therefore delighted to convene the Forest and Landscape Investment Forum, a unique platform to build upon and continue this important dialogue between industry, investment community, policy makers, regulators, sector development bodies and entrepreneurs. The creation of an enabling environment to stimulate investment in forest and landscape restoration can only be effectively achieved through mutual cooperation between all stakeholders.

I would like to express my deepest gratitude to FAO and to all partners that have supported the organization of this Forum.

**Dr. Vincent Biruta**  
*Minister of Natural Resources*  
Ministry of Natural Resources (MINIRENA), Republic of Rwanda



**I**n the second decade of its existence, the NEPAD Agency as the technical arm of the African Union (AU) has been tasked with planning and coordinating the implementation of AU priority regional and continental programmes. The NEPAD Agency will therefore need to grow its partnership base substantially, diversify its resources, generate additional financial and technical resources, and ensure that viable relationships are built and maintained.

Addressing environmental issues is key to achieving goals of sustainable growth and development. Various programmes, including the African Forest Landscape Restoration Initiative (AFR100) which responds to the AU mandate has already shown key achievements since its launch in 2015 at the COP21 in the transformation agenda on the continent.

In the spirit of our continental development framework termed “The Agenda 2063: The Africa We Want” member states have been urged to ensure effective and territorial planning and land tenure, use and management systems.

As we celebrate the successes of 2016, the NEPAD Agency, in paving the way forward will continue building on its financial, technical and knowledge resource base by harnessing and sustaining the high potential of its landscapes and forests through effective and inclusive relationships with its stakeholders and partners to reach the goals of the Restoration Agenda in line with the AU Agenda 2063.

**Mamadou Diakhite**  
*Team leader of the Sustainable Land and Water Management Programme*  
New Partnership for African Development Agency (NEPAD)



**R**wanda, a country at the forefront of the Forest and Landscape Restoration (FLR) movement, was the natural place for FAO to launch the inaugural Forest and Landscape Investment Forum (FLIF).

The FLIF was a unique marketplace for exploring the variety of investment opportunities that can lead to environmental, social, economic and financial returns. Such a marketplace is central to foster investments into landscapes and support countries’ efforts in favor of the restoration of degraded landscapes, the protection of biodiversity, the adaptation to and mitigation of climate change, and the achievement of land degradation neutrality.

We are aware that for these efforts to bear long-lasting fruits, collaboration and ownership will be key. Therefore FAO facilitated the FLIF under the umbrella of the Bonn Challenge and the African Forest Landscape Restoration Initiative AFR100 in partnership with a vibrant ecosystem of public institutions, technical partners, civil society organizations and private sector stakeholders well anchored in the region. By enhancing connections across them, we aim at catalyzing new FLR investments and translating the ambitious regional restoration targets into reality.

**Douglas McGuire**  
*Coordinator of the Forest and Landscape Restoration Mechanism*  
Food and Agriculture Organization of the United Nations (FAO)



©FAO/Marco Longari - 2015, Rusumo, Tanzania -Farmers harvesting high grass to produce hay

## Background and objectives

Investments needed to achieve the ambitious restoration goals to which countries committed in the context of the Bonn Challenge, the New York Declaration on Forests and their decentralized processes are huge. Between USD 36 and 49 billion of investments are needed every year to achieve these targets.

The main barrier to tackling these amounts is not the lack of investors willing to engage but rather the lack of knowledge of stakeholders on the variety of financing opportunities and on how to get ready to access them.

By bridging this knowledge gap, the Forest and Landscape Investment Forum (FLIF) offered a unique platform for exploring the variety of investment opportunities leading to environmental, social, economic and financial returns. The FLIF had the objectives to:

- Showcase business opportunities in forest and landscapes, including those in agroforestry and forestry value chains
- Create a marketplace for effective forest and landscape project design and increased investment opportunities
- Discuss business challenges and enabling environments for successful investments
- Promote a broad spectrum of investments in forests and landscapes.

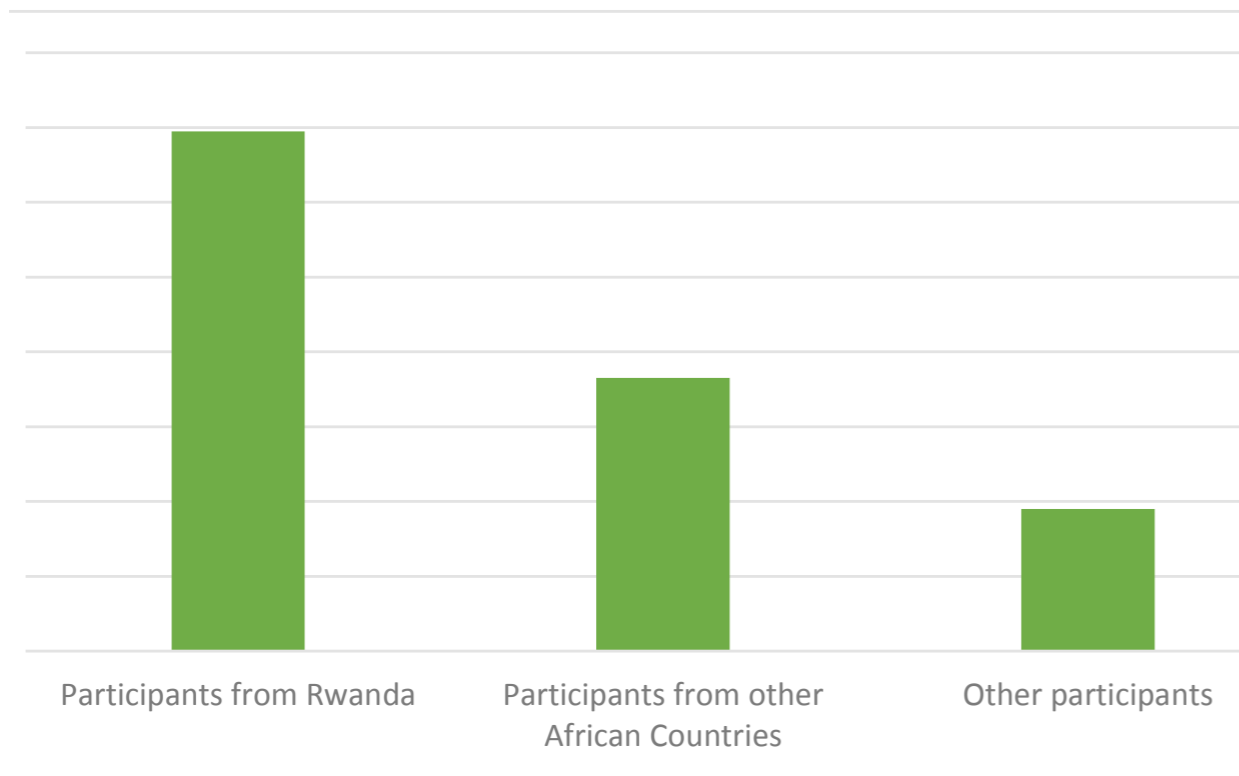
The FLIF was convened by the Food and Agriculture Organization (FAO) of the United Nations, in partnership with the Ministry of Natural Resources of Rwanda (MINIRENA), Rwanda Development Board (RDB), the National Agricultural Export Development Board (NAEB), and Rwanda's Green Fund (FONERWA). It benefited from key technical and financial support from a variety of national and international partners.

# Participants overview

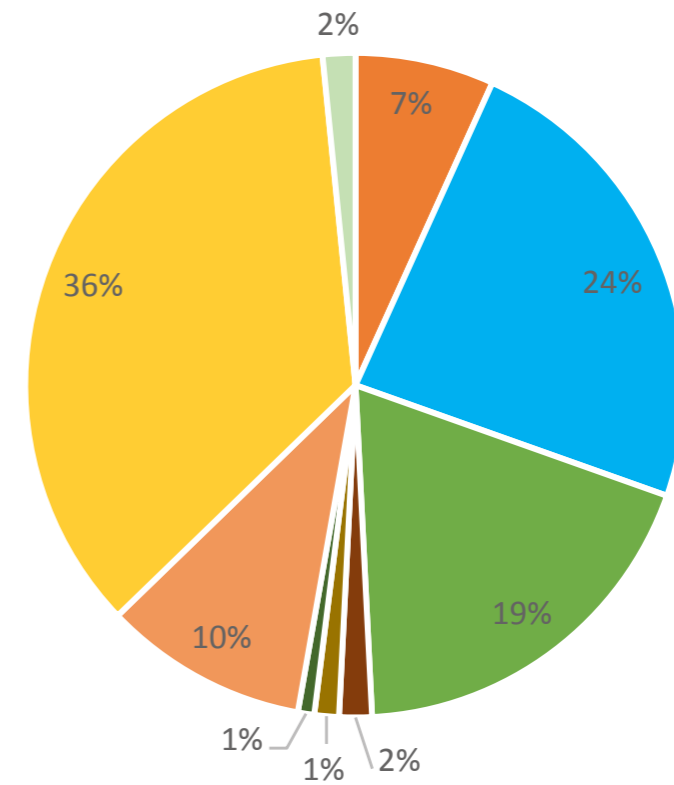
The Forum was attended by 250 participants, coming in particular from Rwanda but also Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Tanzania, the Democratic Republic of Congo, Uganda, and Zambia.

Participants included project developers and business champions from Eastern Africa and investors from all over the world seeking business opportunities in sustainable landscapes.

- Companies investing in Forest and Landscape Restoration (FLR) and project developers
- National and international cooperatives and agribusinesses
- National and international commercial banks, development banks, impact funds, insurance companies
- Technical assistance providers that facilitate and support investment in sustainable land use business models such as incubators, accelerators, PPP facilities
- Public agencies and institutions able to build an enabling environment for investment.



FLIF PARTICIPANTS



- Development Bank
- Development Partner
- Government
- Incubator
- Investment Fund
- Merchant Bank
- NGO/CSO
- Private sector
- Research

# Agenda

## Tuesday 16 May 2017

### CONNECTING INVESTMENT TO FOREST AND LANDSCAPE RESTORATION

Time	Session
09:00	Opening Plenary Session
10:00	Coffee break
10:00	Press conference / interviews
10:30	Session 1: Business Opportunities and Challenges in Agroforestry and Forestry: What can business do for Forest and Landscape Restoration?
12:30	Lunch
13:30	Session 2: Forest and Landscape Business Champions: Promoting Business Innovation and Scale
15:00	Coffee break
15:30	Session 3: Investors and Donors Round-Table: Approaches, Challenges and Priorities for investing in FLR
17:30	Booth exhibition
17:30	Side event: Investing in business incubators for Forest and Farm Producer Organizations
17:30	Side event: Catalyzing Public Private Partnerships for Large Scale Forest & Landscape Restoration
17:30	Side event: Investments Instruments in Watershed Management and Landscape Restoration in Rwanda
18:30	Cocktail and concert

## Wednesday 17 May 2017

### BUILDING AN ENABLING ENVIRONMENT FOR ENHANCED INVESTMENT

Time	Session
09:00	Session 4: Incubating, Accelerating and Scaling up FLR Business Models
10:30	Coffee break
10:30	Booth exhibition
11:30	Session 5: Environmental, social and Governance (ESG) standards and Monitoring for Responsible FLR Investments
11:30	Session 6: Mitigating Risks for Private Sector Investment in FLR: Which Relevant Mechanisms and Partnerships are Needed?
13:00	Lunch
14:00	Session 7 and Closure: Sustaining and catalysing investments for forests and landscapes in Africa: towards a Forest and Landscape Investment Platform
16:00	Press conference / interviews
16:00	Closure

# Lessons learned

## SESSION 1: BUSINESS OPPORTUNITIES AND CHALLENGES IN AGROFORESTRY AND FORESTRY

### KEY MESSAGES:

- 1. Know your value chain and the local realities.** Concrete and realistic data on stakeholders, markets, productivity, volumes, qualities, costs and prices, local capacities and rules are key to evaluate the viability of forest and landscape-based business models.
- 2. Start small, grow slow, be prepared for the long-run.** Many forest and landscape-based businesses require long term engagement. It might be important to be able to maintain a continuous flow of investment in order to make it grow, instead of trying to start at a big scale (at high risk). A step-wise approach might be helpful to achieve long-term success.
- 3. Approach investors with a clear business plan and know your target investment.** Small scale field testing or data collection from existing enterprises might help you to develop a clear business plan and define the necessary financial volume.
- 4. Seed & kick-start funding from public sources for a limited period and a clear exit strategy to achieve sustainability.** Public finance might be necessary for kick-starting growth, but it should not be seen as “substitute” for profitability. There should be a clear strategy to start the transition to commercial market-based (re-)financing as early as possible.

### STRATEGIC NEEDS:

- 1. Base investment promotion strategies on value chain development (bottom-up-approach).** Do not focus on financing mechanisms without considering (and implementing) effective strategies to develop the value chains that are needed to generate the return you expect on your investment.
- 2. Tailor-made, country-specific solutions.** “Global” one-size-fits-all approaches are a myth when it comes to effective implementation of forest and landscape approaches. Multi-stakeholder partnerships require strategic thinking and long-term commitments.
- 3. Strengthen local financial systems and enabling environment.** Before “global restoration finance” is able to step in, usually small local forest and landscape-based businesses need a “local financing ecosystem” that enables growth to a minimum size and the development of a track record that attracts international investors.

## SESSION 2: BUSINESS CHAMPIONS IN RESTORATION

### KEY MESSAGES:

- 1. There are profitable businesses in the restoration space.** A wide range of business models ranging from timber plantations such as EcoPlanet Bamboo to consumer goods companies such as Shekina exist.
- 2. Companies in growth mode need capital.** Time horizon doesn't always match. Since trees take many years to grow, restoration projects usually need long-term capital. This is difficult since most investors have short time horizons.
- 3. Trade-offs between profit and impact.** Maximize volume or ecosystem services? Jobs or profit? Companies face tradeoffs, where need to decide whether to prioritize financial performance, or environmental and social benefits.

### STRATEGIC NEEDS:

- 1. Clear definitions of investments and restoration.** People often mean different things when they talk about finance or about restoration. For example, some people include only forests, while others consider only agriculture.
- 2. Necessary to show profit and scale potential to investors.** Profitability is key to any business. Without profits, businesses cannot scale and attract capital. Making money needs to come first for a new business, otherwise it will not survive.
- 3. Long-term capital would make it much easier to finance restoration.** Time horizon of 5-15 years is ideal. Lower interest rates are also desirable. If the project does not generate cash flow in the initial years, the compounded interest could become a crippling liability for the business.
- 4. Continue to identify business models and share knowledge.** In order to share our learnings about the Restoration Economy, WRI will be publishing a catalogue about restoration businesses.

## SESSION 3: INVESTORS AND DONORS ROUND-TABLE: APPROACHES, CHALLENGES AND PRIORITIES

### KEY MESSAGES:

- 1. There are lots of funds available for investments in forest and landscapes**, both from private and public sources. Interest and investment willingness is increasing from private funders especially, which can be expected to increase as private finance mechanisms become more common and standardized.
- 2. A variety of investor types are present in the market.** These include the traditional multi-national and bilateral donors such as the World Bank/IFC, GEF and country donors. National and regional development banks are also taking part in this market. Increasingly one is seeing private investment funds and microfinance developing opportunities for investors interested in forest and landscape investments.
- 3. Each of these have specific and often different investment areas and needs.** Often the traditional donor model is well understood by conservationists, but new funds from private investment or public/private partnerships can have different requirements and needs. It is important for entrepreneurs and other seekers of funding to know what the investor needs are, especially in terms of cash flow generation.
- 4. Matching opportunities with the right investors is important,** as investors have different needs and requirements. These can include the size of investments, the type of forest investment, the duration of funding and risk sharing requirements.

### STRATEGIC NEEDS:

- 1. Seekers of funding need to understand the information needs and characteristics of each investor** to provide a good investment case. Investors often have very specific requirements for information, which can differ between investors. Knowing your target and having a well-developed business case tailored to the investor will facilitate the process.
- 2. Funds are often tailored for specific classes of investment – matching is important.** Some may be specialized in timber, others in forest-related non-timber, and some in agriculture. Matching the business to the investor will again facilitate the process.
- 3. A Forest and Landscape Investment Platform may improve communication** between investors and those seeking funding. For example if a database of investors, with their characteristics, information requirements, investment windows and other relevant matching information is available then entrepreneurs and other seekers of funding can narrow their search more easily. Further, a platform can also be used to discuss challenges and opportunities in the market, and facilitate knowledge sharing.

## SESSION 4: INCUBATING, ACCELERATING AND SCALING-UP FLR RELEVANT BUSINESS MODELS

### KEY MESSAGES:

- 1. Incubators are key to connect investment to SMEs & mainstream FLR, their importance in that context shouldn't be neglected**
- 2. Adapt services to the needs of the clients**
- 3. Set clear rules all along the process (contract) and monitor (measures)**
- 4. Knowledge of and information about the environment: policies, technologies, market, etc.**

### STRATEGIC NEEDS:

- 1. Capacity development and learning.** Incubators need to be aware of the variety of FLR investments opportunities. Project proponents need capacity development for project bankability.
- 2. Marketplace & communication forum,** aimed at: connecting to FLR investors; facilitating networking and emulation and advocating towards policy makers on importance of a conducive enabling environment.
- 3. Tailor-made advisory services** to quantify economic, social and environmental benefits are needed.



## SESSION 5: ENVIRONMENTAL, SOCIOECONOMIC, AND GOVERNANCE STANDARDS AND MONITORING RESTORATION

### KEY MESSAGES:

1. **High interest** from Uganda, Kenya, Ethiopia and Rwanda to continue to exchange good practices and lessons learned on monitoring tree-based landscape restoration and water benefits using technology.
2. **Encourage transformative change** through non-traditional funding mechanisms, certified process as a way to ensure triple bottom line.
3. **Smallholder farmers are key stakeholders**, but few businesses and investors are tapping into this group

### STRATEGIC NEEDS:

1. Network to exchange good practices on monitoring metrics for pledges and investors
2. Not reinventing the wheel on developing partnerships and investment mechanisms

## SESSION 6: MITIGATING RISKS FOR PRIVATE SECTOR INVESTMENTS IN FLR

### KEY MESSAGES:

1. Owing to lack of communication between potential investors and those who seek funding, there is currently **considerable uncertainty and visibility**. Absence of widely usable business models and issues such as tenure uncertainty further add to the problem of enhanced risk and transaction costs and thus adversely affect the profitability.
2. Before investing in FLR, **careful consideration is given to risk factors** such as government policy and investment conditions at the landscape level such as political stability, overall business practices; property rights; legal and banking systems, tax structures, and where applicable, volatility in interest and currency exchange rates.
3. **Potential risk mitigation and management mechanisms** that could be explored all along the value chain include: credit guarantees and credit enhancement, due diligence and assurance, portfolio diversification, insurance (private and public), and asset securitization. Other important approaches include related government policies and support services such as buy-back agreements and price and purchase support mechanisms. Dedicated institutional mechanisms (an intermediary agency or a multi-stakeholder partnership or platform) for mobilizing, screening, and standardization of investment proposals from smallholder/SMFEs are particularly critical to promote FLR investments in developing countries.

### STRATEGIC NEEDS:

1. While a number of actions are needed to build capacities, at the higher level, **sensitization and advocacy activities and events to promote FLR and lobby for private sector investments** is needed. Simultaneously we need enhanced capacities at operational level for identification and preparation of pilot FLR investment projects in several countries, by applying the knowledge and methods drawn from best practices and successful models. The focus should be research and innovation.
2. To bridge the huge knowledge and information gap, we also need **investment market places and communication fora at global, regional, national and sub-national levels**. Governments, NGOs and development cooperation agencies- all have a facilitating role in them. The main purpose of such a facility could be to promote systematic dialogue among FLR stakeholders, catalyze fundraising by bringing investors and FLR operators together, identify win-win opportunities, discuss challenges and plan for practical investment operations and implementation. They could also serve to raise awareness on best practices and institutional models.
3. In addition, there is also a need for **specific tailor made advisory services for specific enterprises and investment areas**. These include, for example, enhanced access to financial services, particularly for smallholders and SMFEs, women entrepreneurs, forest dependent people, and other marginalized sections of society. Significant efforts are also needed to promote value addition and efficiency gains all along the value chain, to cut transaction costs and thereby enhance overall profitability. Potential services in this regard may include cost benefit analysis, project consolidation/aggregation for economies of scale, mediation with donors and other development partners for specific support, and compliance promotion, say for example, certification.

# Way forward: Towards a Forest and Landscape Investment Platform

## INSUFFICIENT INVESTMENTS: UNDERLYING CAUSES AND DRIVING FORCES

Investments in forests and landscapes are unevenly distributed worldwide. For example Castren (2014) points out that (based on 2011 data) 83 percent of total private sector plantations investments in developing countries were engaged in Latin America while investments in Asia and Oceania accounted for 16 percent and only 1 percent in Africa. While Africa suffers from a lack of investments in forests and landscapes, it is critical to support processes inverting this trend. Building fora, platforms and marketplaces to intensify interactions between project developers, business leaders and investors is thus key for catalyzing investments in African landscapes, in particular in forest and landscape restoration and land degradation neutrality. Beyond it is critical to remove the barriers to investments, for example through risk mitigation approaches.

As highlighted throughout the FLIF, several forces need to be unleashed for successful investments, in particular on the following drivers:

- Production: trees and crops productivity enhancement
- Processing: development of sustainable in-country processing to increase competitiveness on the world market
- Supply Chain Linkages: building stable and sustainable business relationships between farmer groups, processors, and retailers
- Organization : improving organizational arrangements between stakeholders for an efficient integrated landscape management and “landscapes ready for investments”
- Investment promotion : catalyzing investments through increased communication and dialogue with investors

## A VISION FOR A FOREST AND LANDSCAPE INVESTMENT PLATFORM

To alleviate some of these constraints, collaborative approaches are needed. A regional or sub-regional level network anchored within existing initiatives and aimed at catalyzing investments and supporting the development of projects that are “ready for investments” would build on synergies across partners to increase investments in forest and landscape value chains.

A Forest and Landscape Investment Platform would aim at:

- **Helping forest & landscape actors reach out beyond traditional sources** of investment / finance (national and regional advocacy)
- **Mainstreaming FLR into investment flows** (development banks, public financing schemes, FDI, etc.)
- **Supporting the development of landscapes projects** “ready for investments”/good quality bankable projects
- **Improving matching / connection between restoration projects/promoters and relevant financing institutions and investors**, including through financing and investment partnerships

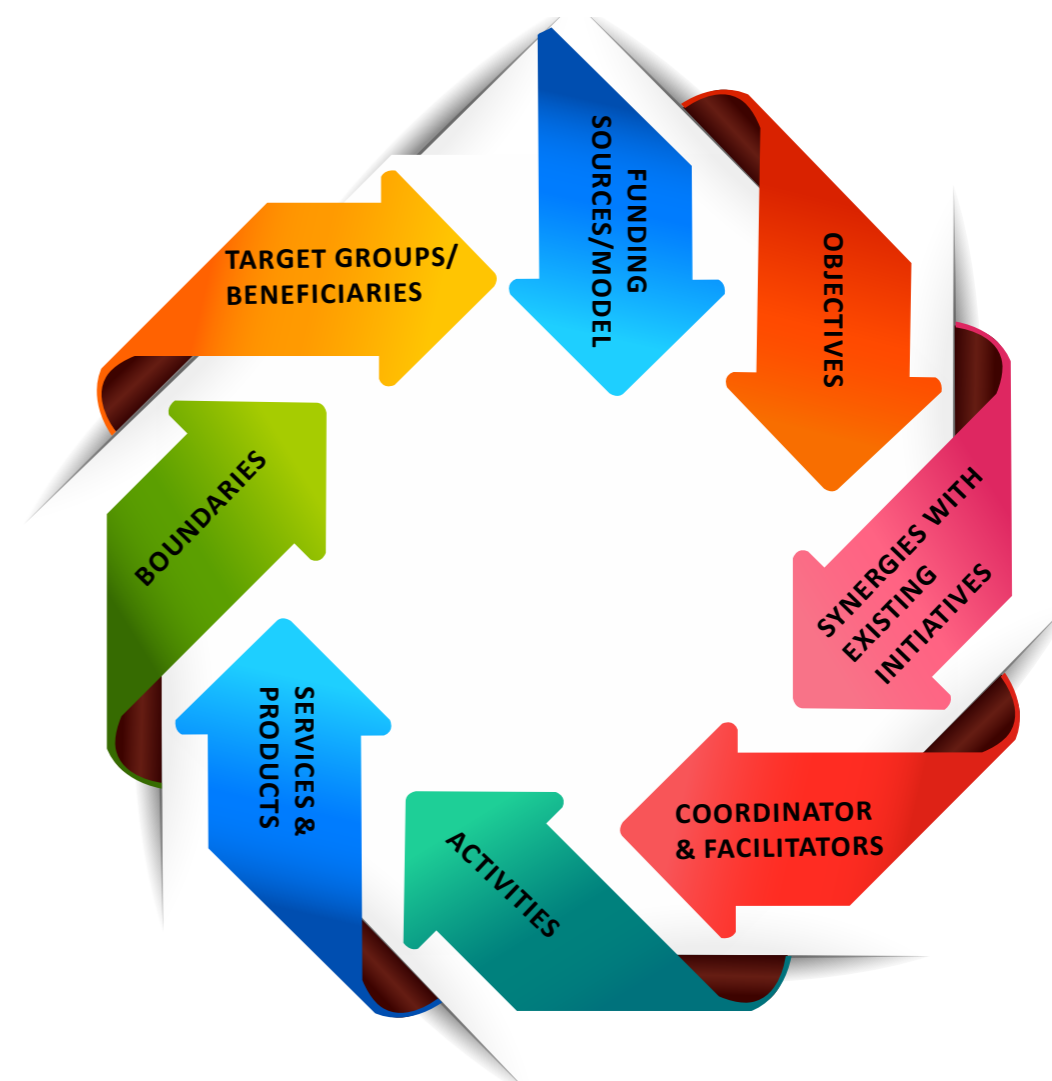
Such a platform could build on a series of services and products, such as a learning network and a communication forum for business leaders, investors, investment enablers and project developers to better seize partnership opportunities and build relevant and sustainable investment cases. It could also operate as a service provider that analyses investment readiness of FLR-relevant value-chain, including related promotion programs, and then connects these initiatives and opportunities with the relevant investors.

Such a platform would primarily benefit to:

- Landscape business operators : start-ups, SMEs, cooperatives, agribusinesses, aggregators, etc.
- Enabling public institutions : line ministries and related public agencies, technical government bodies and agencies, etc.
- Investors: National and international commercial banks, impact funds, development banks, etc.

## PENDING ISSUES

Before putting in place such a platform, a better scoping of its concept and actual functioning is needed and shall be shared across partners, in particular regarding the following aspects:







# Opening

16 May from 09:00 to 09:30  
MAIN ROOM (1+2)

## CONTEXT

The Forest and Landscape Investment Forum (FLIF) offers a unique platform for exploring the variety of investment opportunities leading to environmental, social, economic and financial returns.

The FLIF is facilitated under the umbrella of the Bonn Challenge and the African Forest Landscape Restoration Initiative AFR100. Indeed, AFR100 will enable the restoration of 100 million hectares of land by 2030.

This Forest Landscape Restoration Initiative contributes to the African Resilient Landscapes Initiative (ARLI), which is a political instrument endorsed by the Specialized Technical Committee of the African Union in Agriculture, Rural Development, Water and Environment in October 2015. Therefore, the aim of this forum is to boost the investments needed to achieve all these ambitious restoration goals.

This will allow participants both to learn from others' experiences and technical expertise and to reinforce partnerships towards increased engagements in forest and landscape restoration.

## OBJECTIVES

- Make the link between the FLIF, the Bonn Challenge and the AFR100 Initiative: key contributions and benefits in terms of FLR, Climate Change Mitigation and Adaptation and Land Degradation Neutrality
- Outline business challenges: regional economic integration and risk mitigation
- Define criteria for pro-restoration business cases

©FAO/Marco Longari - Gakindo, Rwanda - Papaya seeds are planted at a tree nursery Farmer Field School programs

Time	Opening remarks
09:00	Opening statement by the Master of Ceremony
09:05	Attaher Maiga, FAO Representative in Rwanda
09:10	Stewart Maginnis, Global Director, IUCN Forest and Climate Change Programme, on behalf of the GPFLR Secretariat
09:15	Frédérique de Man, Ambassador of Netherlands to Rwanda
09:20	Mamadou Moussa Diakhité, Team leader, Principal Programme Officer, Sustainable Land and Water Management, NEPAD
09:25	Dr. Vincent BIRUTA, Honorable Minister of Natural Resources, MINIRENA

### Vincent Biruta, Minister of Natural Resources (MINIRENA), Republic of Rwanda

Vincent Biruta is the Minister of Natural Resources for the Government of Rwanda. Prior to his appointment in July 2014, he served as Minister of Education from 2011. He also held the position of President of the Rwandan Senate from 2003 to 2011. He served as the President of the National Transition Assembly from January 2000 to August 2003, Minister of Public Works, Transport and Communication from 1999 to 2000 and Minister of Health from 1997 to 1999.

### Frédérique de Man, Ambassador of Netherlands to Rwanda, Rwanda

Mrs. Frédérique de Man has served the Netherlands Ministry of Foreign Affairs for almost 35 years at different posts. She was Ambassador in Mozambique and Macedonia and Chargé d'Affaires in Afghanistan. She held several positions at the embassies in Dar-Es-Salam, Islamabad, Luxemburg, Brussels and Ouagadougou. At the Ministry in The Hague she worked as Inspector, Head of Humanitarian Aid Division and Director Department for Political Affairs. She holds a MSc in Social and Economic History (University of Leiden) and a Diploma in International Public Administration (Ecole Nationale d'Administration – Paris). Besides her work, she loves hiking, boxing and reading. Music is essential for her.

### Mamadou Diakhite, New Partnership for Africa's Development (NEPAD), South Africa

Mamadou Diakhite is working as team leader of the Sustainable Land and Water Management (SLWM) Programme at the New Partnership for African Development Agency (NEPAD), based in Johannesburg, South Africa. Prior to joining the NEPAD, he worked at the United Nations Environment Programme (UNEP) contributing to implementation of UNEP Green Economy Initiative. Mamadou Diakhite started his international career at the UNFCCC Secretariat before joining the United Nations Institute for Training and Research (UNITAR) as the climate change programme manager. Mamadou Diakhite holds two masters: a first one on international development and another one on natural resource management and sustainable development.

### Stewart Maginnis, IUCN Forest and Climate Change Programme, Switzerland

Stewart Maginnis is the Global Director of the Nature-based Solutions Group, with overall responsibility for IUCN's work on Ecosystem Management, Forests, Water, Marine & Polar, Gender, Social Policy, Economics and Business & Biodiversity. He is also the Secretariat focal point for the Commission on Environmental, Economic and Social Policy (CEESP). He has 30 years of broad experience in the area of natural resource management, biodiversity conservation and sustainable development, including 15 years full-time field work in Tanzania, Sudan, Ghana and Costa Rica.

### Attaher Maiga, FAO, Republic of Rwanda

Attaher Maiga was appointed as the Food and Agriculture Organization of the United Nations (FAO) Resident Representative to Rwanda in January 2013. Prior to his appointment in Rwanda, Attaher Maiga served as the FAO Representative in Lesotho from 2010 to 2013. Maiga joined the Food and Agriculture Organization (FAO) in 2000 as Regional Policy Officer at the FAO Regional Office for Africa in Accra (Ghana). In that capacity, and until 2010 he provided agriculture and food security policy assistance to a number of FAO member countries in Sub-Saharan Africa and to Regional Economic Entities.



# Session 1

## Business Opportunities and Challenges in Agroforestry and Forestry: What can business do for Forest and Landscape Restoration?

16 May from 10:30 to 12:30  
MAIN ROOM (1+2)

### CONTEXT

Landscape degradation often results from “wrong investments”- from big financial investments to smallholders’ practices that may be unsustainable. Many governments have pledged to tackle deforestation and to restore degraded landscapes, but have not proven fully successful so far. Furthermore, the volume of funding needed to implement FLR at scale exceeds available public budgets. Only the integration of rural producers in pro-FLR-value chains can ensure sustainable finance for FLR at scale.

Private investors and public-private funds that aim at sustainable investments together with positive social and environmental impacts, struggle to identify investment-ready projects promising “positive risk-adjusted returns”. However, under the right conditions, private investments can finance FLR by combining the “right” business models and value chains that protect and reestablish important ecosystem services in the landscape.

A number of challenges can be highlighted:

- Not all necessary FLR-activities are profitable, which requires in many cases that public investments, subsidies and community engagement complement private investments.
- Only very few investors are prepared to invest in FLR processes that typically reach their breakeven point only after 10-15 years. Particularly smallholders expect quick returns.
- Many landscapes and FLR-related value chains lack investable/bankable business partners, with the management capacity to implement commercial investments.
- Bundling smallholder businesses to reach bankability at scale is key as most stakeholders are smallholders, and as investment risk is exacerbated by high transaction costs.

- Integrating individual value chains through a landscape approach remains challenging as it requires effective coordination of multiple actors and processes within diverse ecosystems.

Examples of “right” business cases can inspire further FLR leaders. Amongst these, one can take the examples of sustainable forest management of natural and planted forests for timber and ecosystem services; sustainable biomass production for clean, efficient and renewable energy or value chain integration of Non-Timber-Forest Products for the valorization of standing forests. Efforts have also been made to build the blocks of the “enabling environment”, as e.g. through the New Forest Sector Strategy in Rwanda; the Saw Log Production Grant Scheme in Uganda or DeveloPPP in Ethiopia.

Moving towards “investment-ready landscapes” implies to develop sustainable value chains that link landscapes, farmers and markets. The way forward could include actions from governments to remove perverse incentives and encourage FLR-relevant value chains – and to clarify land tenure rights and implement land use planning & governance? Also, how can finance Institutions finance the growth of FLR-relevant business models from smallholders to scale? And last, how can Donors and Development Agencies develop the capacities of local enterprises for FLR business?

### OBJECTIVES

- Present examples of business opportunities in agroforestry and forestry
- Specify risk and barriers limiting forestry and agroforestry investments
- Share lessons learned on agroforestry and forestry investment good practices
- Identify the key success factors for integrating FLR in forestry and agroforestry business models
- Specify the criteria for “pro-restoration” business cases
- Discuss challenges in developing value chains in a landscape approach

### FACILITATORS’ CONTACTS

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Time	Content	Speakers
10:30	Welcome & Introduction: Presentation of concept, agenda and participants	<b>Facilitators:</b> Jan Bock and Susanne Wallenoeffler, GIZ
<b>FLR &amp; BUSINESS OPPORTUNITIES</b>		
10:40	Bridging the gap between forest communities, markets and investors: Mpingo in the Miombo woodlands of Tanzania	Jasper Makala, Mpingo Conservation
10:50	Business case for sustainable biomass energy: biomass crowdsourcing for pellet production and clean cook stoves in Rwanda	Eric Reynolds, Inyenyeri
11:00	NFTP business potential of East African forests: Public-private Partnerships for market oriented value chain development	Elisaveta Kostova, GIZ
11:10	Discussion on the impacts that businesses have on the landscape and FLR	<b>Facilitators:</b> Jan Bock and Susanne Wallenoeffler, GIZ
<b>CONDUCIVE FRAMEWORK: ENABLING ENVIRONMENT, SUPPORT &amp; PARTNERSHIPS</b>		
11:25	Development of the National Forestry Strategy in Rwanda: an enabling environment for smallholders and cooperatives to engage in commercial forestry and FLR	Prime Ngabonziza, Rwanda Water and Forestry Authority (RWFA)
11:35	How to kick-start a commercial forestry sector based on smallholders? Saw Log Production Grant Scheme Uganda and its “replication” in Mozambique	Paul Jacovelli, UNIQUE Land-use
11:45	How to build business partnerships with farmers, local companies and international investors: Livelihoods Venture’s Mount Elgon Project in Kenya	Wangu Mutua, ViAgroforestry
11:55	Discussion on the enabling environment for FLR business and the integration of individual business cases/value chains into a “holistic” landscape approach	<b>Facilitators:</b> Jan Bock and Susanne Wallenoeffler, GIZ
<b>ROUND TABLE FOR REFLECTION</b>		
12:10	The way forward towards “FLR investment readiness”: the perspectives of markets, finance and regional cooperation <ul style="list-style-type: none"> <li>• Mirko Tichel, Tichel &amp; Sohn (German Honey Importer)</li> <li>• Jens Drillisch, KfW</li> <li>• Mamadou Diakhité, NEPAD</li> </ul>	<b>Facilitators:</b> Jan Bock and Susanne Wallenoeffler, GIZ

**Jan Bock**, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany, [jan.bock@giz.de](mailto:jan.bock@giz.de)

Jan Bock is forestry advisor at GIZ’ International Forest Policy Programme in Eschborn, Germany. His thematic focus is Forest Landscape Restoration, Finance and Private Sector Cooperation. Jan Bock is a trained forester and environmental educator and has 15 years of experience in forest-based value chain development and Forest Landscape Restoration in Latin America and East Africa.

**Mamadou Diakhite**, New Partnership for Africa’s Development (NEPAD), South Africa, [MamadouD@nepad.org](mailto:MamadouD@nepad.org)

Mamadou Diakhite is working as team leader of the Sustainable Land and Water Management Programme at the New Partnership for African Development Agency, based in Johannesburg, South Africa. Prior to joining the NEPAD, he worked at the United Nations Environment Programme contributing to implementation of UNEP Green Economy Initiative. Mamadou Diakhite started his international career at the UNFCCC Secretariat before joining the United Nations Institute for Training and Research as the climate change programme manager. Mamadou Diakhite holds two masters: a first one on international development and another one on natural resource management and sustainable development.

**Jens Drillisch**, KfW Entwicklungsbank, Germany, [jens.drillisch@kfw.de](mailto:jens.drillisch@kfw.de)

Dr. Drillisch received a doctorate degree from the University of Cologne in 2001 in the field of energy economics. After joining the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in 2003 heading inter alia several cross-regional energy programmes, he is working for the German KfW Development Bank since 2007. After management of energy projects in South East Europe and India as well as assignments for cross-regional issues of energy and development, he is currently active as Principal Sector Economist for Biodiversity and Forests and Deputy Head of Division.

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**Paul Jacovelli**, UNIQUE forestry and land use GmbH, Uganda, [paul.jacovelli@unique-landuse.de](mailto:paul.jacovelli@unique-landuse.de)

Paul Jacovelli BSc Forestry (Wales); MSc (Oxon). Since Jan. 2016, Head of Forest Investment Division at UNIQUE forestry and land use GmbH, based in Freiburg, Germany. Paul has over 30 years’ experience with forestry development, with an emphasis on commercial forestry in East & Southern Africa. Paul has a broad, practical background and in depth knowledge of Sustainable Forest Management. His current ‘hot topic’ is the inclusion of small growers into appropriate value chains and the development of support mechanisms (including fund management) for SMEs. Paul was the principle driver of Uganda’s Sawlog Production Grant Scheme from 2003-2012.

**Elisaveta Kostova**, GIZ Public Private Partnerships (PPP), Ethiopia, [elisaveta.kostova@giz.de](mailto:elisaveta.kostova@giz.de)

Elisaveta Kostova has worked 6 years in private sector development around the topics of Markets for the Poor (M4P), Public Private Partnerships (PPPs), value chain development, access to finance, fund management and trade promotion. She has worked in Africa, South-Asia and the MENA region. This includes entrepreneurs coaching in Yemen, technical advisory services at the world’s biggest M4P-based development project implemented by Swiss Contact in Bangladesh, managing a local start-up fund in Northern Afghanistan and working for the Afghanistan Business Innovation Fund. She is most interested in the field of private sector development as this offers a dynamic working environment with growing impacts.

**Jasper Makala**, Mpingo Conservation, Tanzania, [jasper.makala@mpingoconservation.org](mailto:jasper.makala@mpingoconservation.org)

Mr. Makala is the Chief Executive Officer and co-founder of Mpingo Conservation & Development Initiative (MCDI) which is a local NGO based in south-eastern Tanzania. The mission of MCDI is to advance forest conservation and rural development in Tanzania by facilitating sustainable and equitably use of forest resources. Through his NGO, (MCDI), Makala has pioneered community-based forest management in Tanzania, and indeed Africa. The initiative currently provides support to more than 55,200 rural men, women and children in 37 communities across the south-eastern part of the country.

**Wangu Mutua**, Livelihoods Ventures or Partners, Kenya, [wangu.mutua@viagroforestry.org](mailto:wangu.mutua@viagroforestry.org)

For over 14 years, Wangu Mutua, who is Kenyan has been working with communities living within the Lake Victoria Basin in East Africa through Vi Agroforestry where she is currently working as a Deputy Regional Director. She spent over 10 years working with farmers in Western Kenya, managing projects that involved direct engagement with rural communities Today she is part of a team coordinating a partnership between: Livelihoods Fund (A French private fund); Vi Agroforestry (A Swedish NGO) and Brookside Dairy Limited (A Kenyan private dairy company). The partnership seeks to work with 30,000 farmers in Western Kenya.

**Eric Reynolds**, INYENYERI, Rwanda, [eric.reynolds@inyenyeri.org](mailto:eric.reynolds@inyenyeri.org)

Founder/CEO of Inyenyeri Eric Reynolds has a 40-year career as a successful serial entrepreneur. He began in 1974 as Co-founder/CEO/Chairman of Marmot, a manufacturer and distributor of high performance equipment and clothing for outdoor sports, growing the company to \$10 million in sales by 1989 (Marmot has since grown to \$150 million+ in annual sales). Subsequently Reynolds served as CEO of SweetWater and Founder/Chairman of Nau. Eric’s teams have raised \$52+ million in capital and created thousands of jobs. In 2011, Reynolds moved to Rwanda to live full-time and launch Inyenyeri.

**Mirko Tichel**, Tichel & Sohn, Germany, [m.tichel@tichel-com.de](mailto:m.tichel@tichel-com.de)

Mirko Tichel is the vice CEO of Tichel & Sohn GmbH and focuses on international projects regarding new markets and suppliers. Before entering the family owned company as the fifth generation, he has gathered experience abroad in the field of consulting and advisory services. One of his main objectives for the following years is to increase the honey exports of the African markets.

**Susanne Wallenoeffler**, GIZ, Germany, [susanne.wallenoeffler@giz.de](mailto:susanne.wallenoeffler@giz.de)

Ms. Wallenoeffler is forestry advisor at GIZ’ International Forest Policy Programme in Bonn, Germany. In this role, she works primarily on the issue of Forest Landscape Restoration and the AFR100 Initiative. Susanne Wallenoeffler has 10 years of experience in forest and climate policy with a focus on FLR, REDD+ and financing mechanisms in Africa and Asia.



## Session 2

### Forest & Landscape Business Champions – Promoting Business Innovation and Scale

16 May from 13:30 to 15:00  
MAIN ROOM (1+2)

#### CONTEXT

In order to increase private capital for landscape restoration, financiers must have ample business opportunities to invest in. Companies engaging in restoration must demonstrate a compelling vision, robust business model, and strong potential to deliver financial returns if they are to attract private investment. Investors must be sold on the business idea, believing that there is sufficient market demand and that the business can generate consistent cash flows.

In FLR, this is easier said than done. As a nascent industry, some products from restoration may not have well-developed markets. Many companies in restoration have developed innovative business models that promise attractive environmental, social, and financial returns. However, the innovation also implies that the business model may not have an established record of success. On the other hand, conventional business models may not offer sufficiently attractive returns to attract investors, or they may fall short in environmental and social impact.

Leaders in the restoration industry have faced these challenges head-on. Passionate about sustainable development and sensing market opportunities, restoration businesses have sought to create shared value amongst all stakeholders. From climate-smart agriculture to distributed plantations, from bamboo products to fruits and coffee, these companies are pursuing diverse markets with the common goal of restoring the land. For restoration businesses to grow, they need to access capital that can fund their scaling plans. Bridging the gap between businesses and investors is critical to foster a conducive environment for the private sector to participate in restoration.

This session aims to address that need. Here, restoration business champions will have the opportunity to showcase their approach, demonstrating how their vision can create value. Particular topics of discussion include:

- What is the value to the customer, and how does the business model capture some of that value?

- What have been the sources of capital for the company to date?
- What, if any, challenges were faced in access to finance?
- What are future market opportunities outside of the existing business areas?
- What support does the business need in order to scale further?

Through these discussions, businesses will demonstrate the potential for investment in the restoration industry, and highlight roles that financiers, donors, and policy makers can play in driving that investment. The catalysts for a thriving restoration economy are present, and this session will bring those forces together.

#### OBJECTIVES

- Give the opportunity to business leaders to specify why and how they started, how their business works, what the link is to restoration, and challenges they face in scaling
- Give the opportunity to business champions to promote their business ideas and innovation to potential investors, donors and project promoters

#### FACILITATORS' CONTACTS

**Sofia Faruqi**  
World Resource Institute (WRI)  
1202 Jackson St, unit 104  
[sofia.faruqi@wri.org](mailto:sofia.faruqi@wri.org)

Time	Content	Speakers
13:30	Short session introduction	<b>Facilitator:</b> Sofia Faruqi, World Resource Institute (WRI)
<b>BUSINESS CHAMPIONS PANEL</b>		
13:40	Company 1: New Forests Company (NFC)	Simba Dube, New Forest Company (NFC)
13:50	Company 2: EcoPlanet Bamboo	Camille Rebelo, EcoPlanet Bamboo
14:00	Company 3: F3 Life	Obadiah Ngigi, F3 Life
14:10	Company 4: Shekina Enterprise	Pierre Damien Mbatezimana, Shekina Enterprise
14:20	Facilitated discussion: enabling interactions between business champions, investors, donors, and public policy makers	<b>Facilitator:</b> Sofia Faruqi, World Resource Institute (WRI)

**Simbarashe Dube**, New Forest Company (NFC), Rwanda, [simba.dube@newforests.net](mailto:simba.dube@newforests.net)

Simba Dube graduated with a Bachelor of Accounting Science Honors degree at the University of South Africa and is a Chartered Accountant - Zimbabwe. He also holds a Certificate in Theory of Accounting. He has held various positions in senior finance roles and was recently the Finance Director of Border Timbers Limited, an integrated forestry company listed on the Zimbabwe Stock Exchange. Prior to joining The New Forests Company, he has been with National Foods Limited as Finance Director of the Sales & Distribution Unit, and with Ariston Holdings Limited as Group Finance Director. He has studied wood science at the University of Stellenbosch.

**Sofia Faruqi**, World Resource Institute (WRI), United States, [sofia.faruqi@wri.org](mailto:sofia.faruqi@wri.org)

Sofia Faruqi is the Manager of the New Restoration Economy initiative at WRI. She has deep experience in the investment sector through her recent roles at a range of investment firms: Loring, Wolcott & Coolidge; Ontario Municipal Employees Retirement System; Passport Capital, and J.P. Morgan. She has published in dozens of media outlets including the Wall Street Journal, Quartz and Project Syndicate. Sofia has an MBA in Entrepreneurial Management from the Wharton School at University of Pennsylvania and a BA from Dartmouth College.

**Pierre Damien Mbatezimana**, Shekina, Rwanda, [sheki05@yahoo.fr](mailto:sheki05@yahoo.fr)

Pierre Damien Mbatezimana is the founder and CEO of Shekina Enterprise. He had the idea to start Shekina when he visited a small market in his home village and met some girls who were throwing cassava leaves (a very nutritious African vegetable) in the garbage. They told him that they did not get customers and as cassava leaves are perishable, they could not take them back home because the following day they would be rotten. With the research, Mr. Mbatezimana discovered and designed a machine which dries cassava leaves. Mr. Mbatezimana's dried cassava leaves are a consumer product with a shelf life of 2 years.

**Obadiah Ngigi**, F-3 Life, Kenya, [obadiah.ngigi@f3-life.com](mailto:obadiah.ngigi@f3-life.com)

Obadiah Ngigi is the co-founder of F3 Life - the proponent of a climate smart lending platform (CSLP) which helps lenders incorporate climate risk in their loan portfolios while incentivizing the adoption of climate-smart farming methods by smallholder farmers. He is the CEO of Green-Fi Limited, an F3 Life pilot in Kenya which provides climate risk mitigation tools for community lending. Obadiah holds an MSc degree in Agricultural, and Applied Economics with specialty in Environment and Natural Resource Economics and he is currently pursuing a PhD degree in the same field. He has 9 years' experience mobilizing smallholder farmers to embrace climate smart farming initiatives.

**Camille Rebelo**, EcoPlanet Bamboo, United States, [crebelo@ecoplanetbamboo.com](mailto:crebelo@ecoplanetbamboo.com)

Camille Rebelo is the Co-Founder & Managing Partner of EcoPlanet Bamboo and has been responsible for the origination, implementation and management of the company's operations to date, in Nicaragua, South Africa and Ghana, with additional commercial and smallholder projects in Kenya and Rwanda underway. Through EcoPlanet Bamboo, Ms. Rebelo has been responsible for the development of global and local frameworks within which bamboo can be a positive tool for achieving landscape restoration, while reducing deforestation through the provision of a deforestation free fiber to major markets and industries. Camille sits on the Global Restoration Council.





## Session 3

### Investors and Donors Panel: Approaches, Challenges and Partnerships for Investing in FLR

16 May from 15:30 to 17:30  
MAIN ROOM (1+2)

#### CONTEXT

The yearly budget required to meet internationally agreed restoration targets may range from USD 36 billion to USD 49 billion (FAO & UNCCD, 2015). Based on similar hypotheses achieving the objectives of the AFR100 initiative would mean an investment of about 15 Billion USD per year by 2030. So far, investments in FLR in Africa have been considered low.

According to World Bank, only one percent of private sector plantations investments in developing countries are engaged in Africa. However, investing in FLR can be very profitable. When aggregating market and non-market returns, cost benefit ratio of restoring natural ecosystems can be highly positive. In addition, a number of value chains in forestry and agroforestry can be developed and deliver financial, economic and social returns.

A sustainable investment pattern includes at least three steps:

1. initial up-front/readiness investment, covering transaction costs and FLR project design;
2. implementation-related investment, covering operational costs for implementation of the project;
3. sustained financing, for self-sustaining financing of the project's long-term running costs. Each step involves different practical measures and potentially different types of investors, donors and financing instruments.

Both the quality and availability of data on FLR costs and benefits – both for market and non-market values – should be improved in order to attract the whole range of potential FLR investors and donors. Efforts to this end would also make it possible to develop ex ante decision-making tools. Such information on direct and indirect costs and benefits would support FLR project promoters and implementers in designing relevant financing strategies, allowing them to screen which investors and donors would be ready to finance specific costs and to purchase specific benefits.

To move forward, several approaches should be privileged, among them: Mixing and blending financing and investment sources; and building marketplaces for FLR. In order to design sustainable financing strategies for FLR, a mix of funding sources should be looked for. More and more funds combine a variety of sources with different returns expectations. The so-called multi-layered funds for example offer a relevant model for blended finance.

The creation of both formal and informal fora in which FLR promoters and investors can meet is critical to FLR finance. Such FLR marketplaces can facilitate the matching of offer and demand for FLR investments. They can take different forms at different levels. In this context, FLR champions acting as brokers will be required to identify the right set of partners, facilitate exchanges and increase the likelihood of successful FLR business deals and investments.

#### OBJECTIVES

- Raising awareness on the diversity of investments approaches and opportunities in forest and landscapes
- Enabling investors and donors to share messages towards an improved enabling environment for investments
- Fostering a dialogue between investors, donors, business champions, project developers and enabling public institutions

#### FACILITATORS' CONTACTS

**Anders Nordheim**  
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**Ludwig Liagre**  
Global Mechanism of the United Nations Convention to Combat Desertification (UNCCD)  
[lliagre@unccd.int](mailto:lliagre@unccd.int)

Time	Content	Speakers
15:30	Session introduction	<b>Facilitator:</b> Anders Nordheim, UNEP <b>Co-facilitator:</b> Ludwig Liagre, Global Mechanism-UNCCD
<b>SUB-SESSION 1: PANEL OF INVESTORS AND DONORS</b>		
15:35	<ul style="list-style-type: none"> <li>Quality and bankability criteria</li> <li>Investment products</li> <li>Success stories</li> <li>Partnerships and alliance</li> </ul>	<ul style="list-style-type: none"> <li>Claude Mazimpaka, AEC Loan Fund</li> <li>Elisaveta Kostova, GIZ - DeveloPPP</li> <li>Alex Kanyankole, BRD</li> <li>Jamal Eddine El Jamali, CAM</li> </ul>
<b>SUB-SESSION 2: FACILITATED DISCUSSION ON THE WAY FORWARD</b>		
16:30	The discussion will be structured around 3 clusters of panelists: <ul style="list-style-type: none"> <li>Investors and donors with experience in FLR in the region</li> <li>Investors and donors willing to develop operations in the region</li> <li>Investors and donors from the region willing to integrate FLR in their investment portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Samuel Ndonga, Deutsche Bank/AATIF Fund</li> <li>Boris Spassky, Mirova/LDN Fund Project</li> <li>Pascal Martinez, GEF</li> <li>David Odongo, EADB</li> <li>Ademola Braimoh, WB</li> </ul>

**Ademola Braimoh**, World Bank, United States, [abrainoh@worldbank.org](mailto:abrainoh@worldbank.org)

Dr. Braimoh has expertise in landscape management, human-environment relationships, land-use modeling and resilience of ecosystems to global change. He formerly worked as Scientist at the Global Water System Project; Postdoctoral Fellow of the Ecosystems and People Program of United Nations University; Professor of Land Change Science at the Center for Sustainability Science; and as Executive Director of the Global Land Project in Japan. At the World Bank, he is the Climate-Smart Agriculture Coordinator for Africa Region, and Team Lead for the Zambia Integrated Forest Landscape Project. He helps clients to realize increased productivity, enhanced resilience, reduced greenhouse gas emissions, and improved carbon sequestration in agro-forest landscapes

**Jamal Eddine El Jamali**, Crédit Agricole du Maroc, Morocco, [eljamali@creditagricole.ma](mailto:eljamali@creditagricole.ma)

Secretary General and member of the Board of Directors of Crédit Agricole du Maroc since 2006, Jamal was appointed Managing Director in 2016. He is administrator of Tamwil El Fellah and of Fondation Ardi, two subsidiaries specializing in rural and agricultural mesofinance and microfinance. He started his career in the Ministry of Trade and Industry where he contributed to the "Emergence" Program, a vision for the Moroccan industrial sector promoting new trades, growth performances and modernization. He has been negotiator for the government in several trade and investment agreements such as the Association Agreement with the EU and the Free Trade Agreement with the US.

**Alex Kanyankole**, Development Bank of Rwanda (BRD), [a.kanyankole@brd.rw](mailto:a.kanyankole@brd.rw)

Alex has been at the helm of the Development Bank of Rwanda for the past 4 years maintaining the Bank's profitability, compliance with international best practices. He spearheaded fundamental reforms at the bank coming up with a new strategy that addresses the role of the bank in contributing towards the socio economic development of the country, by introducing a revitalized business model that introduced financing of key economic sectors such as, energy, agriculture and housing among others. Prior to joining BRD, Alex served as the Director General of National Agricultural Export Board (NAEB 2011- 2013), Director General of the National Coffee Board (OCIR-CAFE 2008 -2011) and the National Tea Board (OCIR-THE 2005-2008) respectively.

**Elisaveta Kostova**, GIZ PPP, Ethiopia, [elisaveta.kostova@giz.de](mailto:elisaveta.kostova@giz.de)

Ms. Kostova has worked 6 years in private sector development around the topics of Markets for the Poor, Public Private Partnerships, value chain development, access to finance, fund management and trade promotion. She has worked in Africa, South-Asia and the MENA region. This includes entrepreneurs coaching in Yemen, technical advisory services at the world's biggest M4P-based development project implemented by Swiss Contact in Bangladesh, managing a local start-up fund in Northern Afghanistan and working for the Afghanistan Business Innovation Fund.

**Ludwig Liagre**, Global Mechanism - UNCCD, Germany, [lliagre@unccd.int](mailto:lliagre@unccd.int)

Mr. Liagre is a Development Cooperation Professional, specialist in Forest and Landscape Finance and Rio conventions implementation. He operates as Land use & Climate change Programme officer at the Global Mechanism for the design of transformative projects for Land Degradation Neutrality. Ludwig holds MScs in Agricultural Sciences & Environmental Economics from AgroParisTech and a MBA from Le Collège des Ingénieurs, France-Germany. He was policy advisor and project manager for the German Development Cooperation in Middle East North Africa and Latin America. He worked with development cooperation agencies (UNDP, FAO), in particular within the FLR Mechanism global programme.

**Pascal Martinez**, the Global Environment Facility (GEF), United States, [pmartinez2@thegef.org](mailto:pmartinez2@thegef.org)

Pascal Martinez is a French national and joined the GEF in June 2015 as climate change specialist, focusing mainly on forest landscapes in Africa and Latin America. Over the past 20 years of his career, he has had the opportunity to develop activities in different areas of the sustainable development, including forestry, biodiversity, agriculture and climate change and for different kind of organizations: private companies, French Government and international organizations (FAO, ECLAC and World Bank). His diversified missions provided him with a broad range of experiences in the international cooperation for the sustainable development, notably in the AFOLU sector.

**Claude Mazimpaka**, Inkomoko/African Entrepreneurship Collective (AEC), Rwanda, [claudio@aecrwanda.com](mailto:claudio@aecrwanda.com)

Mr. Mazimpaka is Portfolio Manager at African entrepreneur collective Rwanda and Tanzania. He has a MBA from Kabale University and is a PHD Finalist in Strategic Management at JOMO Kenyatta University of Agriculture and Technology. He worked 11 years in Banking and NGO supporting, SMEs sector and University. He joined Microfinance institution in 2005 and later Kenya Commercial Bank where he was operations Manager, Business analyst, Branch Manager. Claude joined Business Professionals Network, Switzerland NGO as Head of SMEs financing.

**Samuel Ndonga**, Deutsche Bank / AATIF Fund, Kenya, [samuel.ndonga@db.com](mailto:samuel.ndonga@db.com)

Mr. Ndonga is part of the investment management team within Deutsche Bank AG that manages the Africa Agriculture and Trade Investment Fund. He is engaged in deal origination, due diligence, structuring, execution, monitoring and restructuring of senior (un)secured loans to direct investments, intermediaries and financial institutions within East and Southern Africa region. Prior, Samuel worked in various roles in commercial banking and impact investment and has extensive experience in structuring innovative finance solutions for Companies and Financial Institutions active in sectors such as agribusiness, renewable energy, trade and manufacturing within the East African region.

**Anders Nordheim**, UNEP, Switzerland, [anders.nordheim@unep.org](mailto:anders.nordheim@unep.org)

Mr. Nordheim is the UN Environment Program Finance Initiative Coordinator for Biodiversity, Ecosystem Services and Water. He works on strategy, implementation and outreach in the Natural Capital Finance Alliance secretariat. He was previously Head of Policy and Research at Eurosif, responsible for policy initiatives and research reports including the European SRI Study 2012. He has experience in financial, environmental, social and corporate governance analysis with RiskMetrics Group and MSCI, where he analyzed corporate information to write research reports on publicly traded companies. He also has experience from private wealth management.

**David Odongo**, East African Development Bank (EADB), Rwanda, [dodongo@eadb.org](mailto:dodongo@eadb.org)

Mr. Odongo works with East African Development Bank. He is currently working at the Rwanda Country Office as Head of Business. He is a banker and has over 20 years of experience working with Commercial Banks, as well as Development Implementation Programs, mainly in business services development in the agricultural sector, before moving to Development Banking where he has worked on multiple sectors, including agriculture, renewable energy and Private-Public Partnership projects. He also serves as a resource person within East Africa for Agribusiness Capacity-building initiatives by Kenya School of Monetary Studies and development agencies with interventions in agribusiness field.

**Boris Spassky**, Mirova/Land Degradation Neutrality (LDN), Fund Project, France, [boris.spassky@mirova.com](mailto:boris.spassky@mirova.com)

Mr. Spassky is the LDN Fund project originator within Mirova. He has ten years of experience in agribusiness, value chain finance and public-private partnerships, with a career spanning three continents working for leading commodity merchant ECOM Agroindustrial Corp. Ltd. In Tajikistan he teamed-up with the EBRD to establish a sustainable sourcing operation within the Better Cotton Initiative framework. Boris relocated to Mexico in 2011 to move further down the supply chain, launching a coffee plant in joint venture with the Government of Chiapas. Boris graduated with a Master's in business from ESCP and holds an EMBA from INSEAD.



## Session 4

### Incubating, accelerating and scaling-up FLR relevant business models

17 May from 09:00 to 10:00  
MAIN ROOM (1+2)

#### CONTEXT

Business incubation and acceleration to scale up locally controlled FLR relevant business is a must. Business incubation has been defined as “a business support process that accelerates the successful development of start-up and fledgling businesses by providing entrepreneurs with an array of targeted resources and services developed or orchestrated by a business incubator management structure and offered both in the business incubator and through its network of contacts.” But how best to deliver business incubation in remote forest landscapes?

There are several challenges that typically affect fledgling businesses irrespective of the sectors in which they operate: Lack of premises and facilities; lack of business management experience, plans, rules, procedures and strategies; lack of financial capital; lack of technological knowledge; lack of market information networks and; lack of legitimacy or legality. Business incubators or accelerators are designed to respond to such challenges by providing space, on-tap expertise, and access to capital and market networks.

In remote forest landscapes these challenges tend to be exacerbated because: The density of entrepreneurs is low on account of the geographical dispersal; there are difficulties in sharing physical space as a result; the general level of education in such areas is low; the availability of capable business mediators and the salaries they might command is reduced and finally; relatively low-entry requirements for forest and farm businesses mean that product innovation and upgrading to establish acceptable profit margins is challenging.

The session will highlight a number of success stories. For example, speakers will describe the Inkomoko business incubator in Rwanda, the African Agribusiness Incubators Network (AAIN) which has regional offices not only in Rwanda but also in Benin, Ghana, Kenya, Mali, Uganda, South Africa, Senegal and Zambia, and the Forest and Farm Facility (FFF) which is helping to install business incubators directly in apex Forest and Farm Producer Organisations (FFPOs) in countries such as Guatemala, Kenya and Myanmar.

Agricultural business incubators are increasing but rarely focus on the specifics of the forest sector. Specific FLR related business incubators need themselves to be established and nurtured. Incubators are most successful when they have grant support from Government. This is a powerful argument for national Government support, or international aid directed towards establishing FLR related business incubators.

To ensure that business incubation and acceleration lead to FLR, it will be necessary therefore to focus in on the markets for products from on-farm, agroforestry, plantation or natural forests (e.g. timber, NTFPs, ecotourism etc.).

With the development of new ideas about how to improve virtual incubation services to remote clients there are certainly now opportunities to provide more specialized sectoral advice across extensive forest landscapes.

More promising still is the gradual emergence of umbrella or apex level FFPOs that aggregate, process and market products for their member organisations. Perhaps the strengthening and developing FLR related business incubation capacity within such apex FFPOs is an ideal solution to driving FLR entrepreneurship forward.

#### OBJECTIVES

- Highlight the importance of business incubation for forest landscape restoration
- Present good models of incubating and accelerating sustainable businesses that work in remote forest landscapes
- Highlight the challenges that such business incubation models face, due to the nature of forest and farm producers, and discussing how best to overcome them
- Discuss the needs and necessary steps to increase efforts for incubating, accelerating and scaling up relevant business models: what support from the public sector is needed?

#### FACILITATORS' CONTACTS

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**Mark Ellis-Jones**  
F3 Life - Kenya  
[mark.ellis-jones@f3-life.com](mailto:mark.ellis-jones@f3-life.com)

Time	Content	Speakers
09:00	An accelerator programme for African SMEs: perspectives for FLR	Alex Ariho, African Agribusiness Incubators Network (AAIN)
09:10	Incubating businesses in Rwanda: AEC's flagship accelerator, Inkomoko: focus on accelerating	Jeff Pilisuk, Inkomoko/African Entrepreneurship Collective (AEC)
09:20	Producers' organizations, a springboard towards business incubation	Duncan Macqueen, International Institute for Environment and Development (IIED) and Forest and Farm Facility
09:30	Climate-smart lending for sustainable landscapes	Mark Ellis-Jones, F3 Life
09:40	Facilitated discussion on best practices for incubating, accelerating and scaling up FLR relevant business models	<b>Facilitator:</b> Christophe Besacier, Food and Agriculture Organization (FAO) <b>Co-facilitator:</b> Mark Ellis-Jones, F3 Life

**Alex Ariho**, African Agribusiness Incubators Network (AAIN), Ghana, [alexariho@africaain.org](mailto:alexariho@africaain.org)

Dr Alex Ariho a CEO of the African Agribusiness Incubators Network which is an apex body of incubators operating in 55 African countries. Alex is expert in agribusiness incubation and global value development with over 20 years 'experience. Alex worked with FARA as UniBRAIN facility coordinator in charge of technology commercialisation and business incubation in Africa. Alex was consultant for international and regional organizations. He holds a PhD in Development Management with focus on agribusiness value chain development and business incubation. He worked with African governments and supported private sector strategy development, business modelling for the implementation of the Comprehensive Africa Agriculture Development Program in Africa since 2009.

**Christophe Besacier**, Food and Agriculture Organization (FAO), Italy, [christophe.besacier@fao.org](mailto:christophe.besacier@fao.org)

Mr. Besacier graduated as an agronomist engineer specialized in rural development in 1990 from Ecole Nationale Supérieure Agronomique of Toulouse . He also obtained his Master degree on Tropical Agriculture in 1991. He has joined the [Forest and Landscape Restoration Mechanism](#) group at FAO as Forestry Officer in 2015. From 2000 to 2004 he was regional advisor for the French Ministry of Foreign Affairs in the Sahel region and for the Congo Basin region from 2004 to 2009. He was in charge of the Secretariat of the Committee on Mediterranean Forestry Questions-Silva Mediterranea at FAO from 2009 to 2015.

**Mark Ellis-Jones**, F3 Life, Kenya, [mark.ellis-jones@f3-life.com](mailto:mark.ellis-jones@f3-life.com)

Mark Ellis-Jones is the co-founder and CEO of F3 Life. He is an environmental economist and negotiated Africa's first "payments for ecosystem services" or conservation contracts. Previously Mark was a co-founder and led financial product design at an award-winning mobile money microcredit provider. Mark is a finance and business development expert providing climate smart credit systems to banks, microfinance organisations and NGOs.

**Duncan Macqueen**, International Institute for Environment and Development, UK, [duncan.macqueen@iied.org](mailto:duncan.macqueen@iied.org)

Duncan Macqueen is a tropical forester. He grew up in the Sumatran rainforest and went to school in the jungle highlands of Malaysia before studying Botany and Forestry at Oxford University. He has worked as: a botanist and seed collector in Central America and Brazil, the Deputy Manager of DFID's Forestry Research Programme and, latterly, Principal Researcher in the Forest Team at IIED. In that position over the last 16 years, he has focused on how Investing in Locally Controlled Forestry (ILCF) might optimise values for forests and people within 25+ tropical countries, primarily in Africa and Asia.

**Jeff Pilisuk**, Inkomoko/African Entrepreneurship Collective (AEC), Rwanda, [jeff@inkomoko.com](mailto:jeff@inkomoko.com)

Jeff Pilisuk is the Managing Director at Inkomoko, he is also the Founder and Chief Strategist at iEnso Consulting, a boutique consultancy which helps small businesses and entrepreneurs to bring new products and services to market. Jeff has more than 20 years experience developing new products and marketing programs, incubating new businesses, and advising and mentoring SMEs and entrepreneurs. His previous experience includes work with Pacific Community Ventures and the Alliance for Community Development, a not-for-profit organization that helps increase access capital for women and minority entrepreneurs. He is the former Venture Manager at Kaiser Permanente Ventures and former Director of Product Marketing for Shaklee Corporation.



## Session 5

### Environmental, Social and Governance standards and Monitoring for FLR investments

17 May from 11:30 to 13:00 -  
ROOM RUBAVU + NYUNGWE + AKAGERA

#### CONTEXT

Monitoring is key to support reporting to FLR investors, such as government, private sector, donors, smallholders, etc. but also to foster additional investments. There is a direct need to detect and share information about restoration of all scales from a farmer who needs seedlings for agroforestry, to district and national planners who want to make informed decisions toward achieving the Bonn Challenge, AFR100, and national goals.

Technology is already speeding this process; remote-sensing and data collection apps are generating and calculating massive amount of data at a high-speed. These tools save time and make adaptive management easier, and more and more stakeholders are applying them to solve land degradation and other national problems.

Monitoring FLR is complex for various reasons:

- Experts have struggled to measure regrowth and restoration. FLR is a long-term process that affects many variables at different times.
- Questions remain on the type of metrics and technology that stakeholders should use to measure restoration success and its contributions to national or return on investment goals.
- Data are not up-to-date, dispersed, and expensive. Monitoring processes should be more efficient and effective.
- Turning data into insights requires highly technical skills to be sustainably transferred to the country.
- Data use and key audience engagement are not always part of the plan. In particular, it is critical that FLR stakeholders address national priorities.
- Finally, competition instead of collective action toward solving a common problem can be observed.

To alleviate some of these challenges, WRI piloted Collect Earth with the Rwanda Water and Forest Authority (RWFA) to measure a baseline and eventually regrowth of tree-based landscape restoration and its contribution to national targets over time. This technical support is contributing to an uptick in government demands for maps and information to create FLR sub-national plans and recommendations. To date, results are being used for The Gatsibo District Forest Management Plan 2018-2022. RWFA is scaling up the use of Collect Earth to produce a national baseline for FLR, and the Ministry of Natural Resources is harmonizing efforts to develop one national, online platform to store and share information related to FLR. Plans for leveraging the information platform to create an online marketplace to attract restoration investors are also being developed (2017-2019).

The way forward could include actions such as multi-sectoral sharing of information on restoration efforts and goals; monitoring standards and metrics; and innovative methods or approaches and lessons learned across the region; and support the scale-up of or adopt cost-effective tools and methodologies that simplify planning and decision-making for FLR implementers and improves reporting and impact monitoring for investors and donors.

#### OBJECTIVES

- Highlight the potential multiple positive impacts of FLR for ESG benefits
- Increase understanding of the importance of ESG standards and safeguards to sustainable FLR investments
- Capture how ongoing initiatives, incl. in East Africa are contributing to sustainable FLR investments

#### FACILITATORS' CONTACTS

**Dow Maneerattana**  
World Resource Institute (WRI)  
[omaneerattana@wri.org](mailto:omaneerattana@wri.org)

Time	Content	Speakers
11:30	Introduction	<b>Facilitator:</b> Dow Maneerattana, World Resource Institute (WRI)
11:35	FLR & Integrated Water Resource Management: vision of the Water for Growth Programme in Rwanda	Ebel Smidt, Water for Growth Rwanda
11:45	Contributions of FLR to an Inclusive Green Economy: lessons learned from Ethiopia, Kenya, Rwanda and Uganda	Daniel Ogbonnaya, Global Green Growth Institute (GGGI)
11:55	Benefits of FLR and sustainable agriculture: examples from certified coffee	Jean-Marie Irakabaho, Rainforest Alliance
12:05	Monitoring for FLR: good practices and roadmap for integrating ESG perspectives	<b>Facilitator:</b> Dow Maneerattana, World Resource Institute (WRI)
12:15	The LDN Target Setting Programme: a driver for sustainable FLR investments	Ludwig Liagre, Global Mechanism - United Nations Convention to Combat Desertification (UNCCD)
12:25	Q & A  Facilitated discussion on the integration of ESG standards in FLR investments and the importance of Monitoring for FLR	<b>Facilitator:</b> Dow Maneerattana, World Resource Institute (WRI) <b>Co-facilitator:</b> Bernadette Arakwiye

**Jean-Marie Irakabaho**, Rainforest Alliance Program, Rwanda, [jmirakabaho@gmail.com](mailto:jmirakabaho@gmail.com)

Jean-Marie Irakabaho is a Rwandan nationality, he is agronomist and consultant in Sustainable Agriculture Network standard, Organic Standard and other relevant agriculture related standards as UTZ and Café Practices. After successful 6 years at SPREAD/USAID project as Coffee Quality Research Program Coordinator, he became the National Program Coordinator of Rainforest Alliance Program in Rwanda since 2012. From that time, he has trained and provided needed technical coaching to many coffee and tea growers cooperatives and factories towards compliance to Sustainable and Agriculture Network standard to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices and consumer behavior.

**Ludwig Liagre**, Global Mechanism - UNCCD, Germany, [lliagre@unccd.int](mailto:lliagre@unccd.int)

Ludwig Liagre is a Development Cooperation Professional, specialist in Forest and Landscape Finance and Rio conventions (UNFCCC, CBD, UNCCD) implementation. He operates as Land use & Climate change Programme officer at the Global Mechanism of the United Nations Convention to Combat Desertification for the design of transformative projects for Land Degradation Neutrality. Ludwig holds MScs in Agricultural Sciences & Environmental Economics from AgroParisTech and a MBA from Le Collège des Ingénieurs, France-Germany. He was policy advisor and project manager for the German Development Cooperation in Middle East North Africa and Latin America. He worked with development cooperation agencies (UNDP, FAO), in particular within the FLR Mechanism global programme.

**Dow Maneerattana**, World Resource Institute (WRI), Washington DC, [omaneerattana@wri.org](mailto:omaneerattana@wri.org)

Dow Maneerattana has over 10 years of management, monitoring and evaluation experience in governance and conservation. She works in Kigali providing technical assistance to the Rwanda Water and Forest Management Authority as part of an effort to integrate tree-based landscape restoration monitoring into Rwanda's sub-national and national planning. She is facilitating the development of a public, national restoration monitoring system and an online marketplace. Prior to WRI, she evaluated the effectiveness of political participation and governance programs in Asia, Latin America and Africa with the National Democratic Institute. She earned her MA in International Development Studies from The George Washington University where she also taught M&E classes, John Hopkins Universities and TechChange.

**Okey Daniel Ogbonnaya**, Global Green Growth Institute (GGGI), Rwanda, [dan.ogbonnaya@gggi.org](mailto:dan.ogbonnaya@gggi.org)

Okey Daniel Ogbonnaya is the Lead - Rwanda Program Coordination of the Global Green Growth Institute (GGGI). He oversees the Country Program formulation, delivery, strategic planning and operations. Prior to this, he worked as the Regional Portfolio Officer for Sub-Saharan Africa and the Middle East for GGGI's Green Growth Planning and Implementation division. He also worked as the Knowledge Management and Outreach Adviser of GGGI's Ethiopia Country Program, where he was involved in the day-to-day engagement with government stakeholders in the implementation of Ethiopia's Climate Resilient Green Economy (CRGE) initiative.

**Ebel Smidt**, Water for Growth, Rwanda, [esmidt@water.rw](mailto:esmidt@water.rw)

Ebel Smidt is a registered mediator and water resources management expert. He has 37 years of experience in practical water management, knowledge transfer and institutional strengthening of organizations in Rwanda, Egypt, Mozambique, the Netherlands, Palestine and Romania. He gained short term experiences in Abu Dhabi, Israel, Jordan, Hungary, Namibia and Tunisia. He is a graduate in Physics and Hydrogeology at the Amsterdam Free University with complementary studies in Engineering Geology at Delft University of Technology and courses in Anthropology and Project Management at the Open University. He is the MottMcDonald team leader and senior consultant on catchment planning and IWRM in Water for Growth Rwanda.



## Session 6

### Mitigating risks for private sector investments in FLR: which relevant mechanisms and partnerships?

17 May from 11:30 to 13:00  
MAIN ROOM (1+2)

#### CONTEXT

Many traditional investors are reluctant to invest in FLR. Like in any business, these investments are exposed to multiple potential financial losses. Loss of capital, loss of revenues from wood and non-wood forest product value chains, default payments, and market and price fluctuations are examples of risks that require mitigation to boost private sector investments. Some of the mitigation approaches worth exploring include: credit guarantees and credit enhancement, due diligence, portfolio diversification, insurance, and securitization.

Other important approaches include government policies and investment support services to private stakeholders such as buy-back agreements and partnerships (public private or private private) and also avenues for the development and standardization of bankable investment proposals. Relevant examples from the agriculture sector could also serve as entry points for adaptation.

Information on existing as well as potential financial and institutional risk mitigation and management strategies in forestry is currently limited. Lack of opportunities for sharing knowledge on successful examples within and across nations is also constraining effective expansion and adaptation of suitable strategies elsewhere.

A few recent examples of risk mitigation mechanisms are worth sharing. The Development Bank of Latin America (CAF), for example, has developed a partial risk guarantee mechanism offering risk coverage for certain private equity impact funds.

Similarly, the “Tamwil El Fellah” of the Credit Agricole du Maroc is a specific financing mechanism for small-scale cooperatives created in Morocco. Innovations such as securitization along with technical support offered by the Development Finance Institution (CIDRE) for long-term forestry investment in Bolivia is another one. The Finance Alliance for Sustainable Trade (FAST) has also identified some measures to mitigate risks which includes diversifying the sources of information and periodically collecting and analyzing the impact investment data.

Due diligence and accurate valuations are also critical.

The way forward to mitigating risks to promote private sector investments in FLR consists of:

- Building integrated value chains by extending the support all along the chain through in-depth analyses of a few key value chains;
- Systematically addressing the knowledge and communication gaps by identifying and establishing information-sharing opportunities including guidance on relevant financing tools;
- Developing a good pipeline of bankable projects by working closely with intermediaries, project facilitators and financial institutions;
- Creating favorable enabling environment by providing appropriate incentives that make use of existing local and domestic structures; and
- Establishing and strengthening partnerships and alliances, such as producer organizations.

#### OBJECTIVES

- Discuss the risk perception by key stakeholders involved in FLR investments
- Present the innovations for risk mitigation in FLR investments
- Promote the importance of public private partnerships, risk sharing mechanisms, and other relevant approaches
- Specify the way ahead through increased partnerships, alliances, etc.

#### FACILITATORS' CONTACTS

##### Rao Matta Jagannadha

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##### Fraser Brown

Net Positive Solutions

On behalf of International Union for Conservation of Nature (IUCN)

[fraser@netpositive-solutions.com](mailto:fraser@netpositive-solutions.com)

©FAO/Guatemala country team - Guatemala - Contour planting.  
This soil conservation practice is implemented by families cultivating land on slopes

Time	Content	Speakers
11:30	Introductory presentation: FAO led initiative on mitigating risks for private sector investments: perspectives and roadmap	<b>Facilitator:</b> Rao Matta, Food and Agriculture Organization (FAO) <b>Co-facilitator:</b> Fraser Brown, International Union for Conservation of Nature (IUCN)
11:40	What is risk mitigation? Examples and practical applications.	Fraser Brown, International Union for Conservation of Nature (IUCN)
11:47	Risk Mitigation Strategies for FLR Lending	David Odongo, East African Development Bank (EADB), Rwanda
11:54	Creating the conditions for increased investments in FLR: the role of public institutions.	Winifred Ngangure, Rwanda Development Board (RDB), Rwanda
12:01	Mitigating private investment risks in forestry and agroforestry value chains: perspectives from a leading insurance company.	Robinah Batamuriza, UAP Insurance Rwanda Ltd, Rwanda
12:08	Financing landscape action plans: using multi-stakeholder landscape partnerships to mitigate investment risks, enhance returns and scale impacts	Sara Scherr, Landscapes for People, Food and Nature (LPFN)/ EcoAgriculture Partners
12:15	Facilitated discussion on relevant approaches, mechanisms and partnerships for mitigating the risks of private sector investments in FLR	<b>Facilitator:</b> Rao Matta, Food and Agriculture Organization (FAO) <b>Co-facilitator:</b> Fraser Brown, International Union for Conservation of Nature (IUCN)

**Robinah Batamuriza**, UAP Insurance, Rwanda, [rbatamuriza@uap-group.com](mailto:rbatamuriza@uap-group.com)

Robinah Batamuriza is a Rwandan by Nationality, 30 years of age, holds a Bachelor of Agriculture Science that she obtained from High Institute of Agriculture and Animal Husbandry in the year 2013. She also holds an advanced diploma in Rural Development and Agribusiness that she got from the same institute in the year 2012. Since 2014, she works at UAP Insurance Rwanda Ltd as an underwriter in charge of Agriculture, assigned to grow agriculture business, assess, manage the risks and support the claims adjustments process and business to achieve growth and profitability of this class of business.

**Fraser Brown**, Net Positive Solutions, On behalf of IUCN, [fraser@netpositive-solutions.com](mailto:fraser@netpositive-solutions.com)

Fraser Brown is an innovative finance consultant and senior advisor whose clients include the International Union for Conservation of Nature, Climate Change and Food Security programme (CCAFS), and UNDP. He is also a mentor for Yunus Social Business Uganda, and an experienced commentator and speaker on innovative finance, social entrepreneurship and, increasingly, crypto-finance. He has competed in the highest level of sport (representing Ireland in the Athens Olympics in sailing), and earned his MBA in International Business Management from Trinity College Dublin. A creative thinker, his core professional goal is to leverage his skills and experience in the best way possible to tackle the challenges that earth faces, in particular climate change, population and finite resources.

**Rao Matta**, Food and Agriculture Organization (FAO), Italy, [Rao.Matta@fao.org](mailto:Rao.Matta@fao.org)

Rao Matta is a Forestry Officer in FAO currently assisting countries with aspects related to financing forestry and sustainable land use. His work focuses on enabling environment for better investments in forestry; strategies for mobilizing additional resources including international public finance; innovative mechanisms for enhancing forest revenues such as PES; economic valuation of forest goods and services, and leveraging economic incentives to promote sustainable resource management. His work particularly focuses on supporting LDCs (Uganda, Tanzania, Mozambique, Myanmar, Nepal, Bhutan, Laos PDR, Cambodia, The Solomon Islands, etc.).

**David Odongo**, East African Development Bank (EADB), Rwanda, [dodongo@eadb.org](mailto:dodongo@eadb.org)

David Odongo works with East African Development Bank. He is currently working the Rwanda Country Office as Head of Business. David is a banker and has over 20 years of professional exposure working with several Commercial Banks, as well as Development Implementation Programs, mainly in business services development within the agricultural sector, before moving to Development Banking where he has worked on multiple sectors, including agriculture, renewable energy and Private-Public Partnership projects. David also serves as a resource person within East Africa for Agribusiness Capacity-building initiatives by Kenya School of Monetary Studies and development agencies with interventions in the agribusiness field.

**Sara J. Scherr**, EcoAgriculture Partners and LPFN, United States, [sscherr@ecoagriculture.org](mailto:sscherr@ecoagriculture.org)

Dr. Sara J. Scherr is an agricultural and natural resource economist focused on agriculture and land policy in tropical developing countries. She is a leading voice for promoting and refining approaches for integrated landscape management, for the restoration of degraded agricultural lands, payments to farmers and communities for ecosystem services and the scaling of agroforestry systems. She founded and leads the non-profit EcoAgriculture Partners and co-founded the Landscapes for People, Food and Nature Initiative, which EcoAgriculture convenes. Previously, she was Director of Ecosystem Services at the non-profit Forest Trends, where she co-founded the Katoomba Group; an adjunct professor at the University of Maryland, College Park, USA; senior research fellow at the International Food Policy Research Institute in Washington, D.C.; and principal researcher at the World Agroforestry Centre based in Nairobi, Kenya.





## Session 7

### Sustaining and catalysing investments for forests and landscapes in Africa: towards a Forest and Landscape Investment Platform

17 May from 14:00 to 16:00  
MAIN ROOM (1+2)

#### CONTEXT

Investments in forests and landscapes are unevenly distributed worldwide. According to Castren, 83 percent of total private sector plantations investments in developing countries were engaged in Latin America while investments in Asia and Oceania accounted for 16 percent and only 1 percent in Africa. While the African continent clearly suffers from a lack of investments in forests and landscapes, it is critical to support processes reversing this trend.

Building fora, platforms and marketplaces to intensify interactions between project developers, business leaders and investors is thus key for catalyzing investments in African landscapes, in particular in forest and landscape restoration and land degradation neutrality.

To move forward the FLIF and further catalyze and increase investments in the framework of the AFR100 Initiative, coordinated action and continued support are needed to develop capacities, enhance communication and interaction across potential partners, and provide tailor-made advisory and targeted support for FLR investment cases.

#### OBJECTIVES

- Take stock of lessons learned from FLIF and of stakeholders' perspectives
- Agree on a way forward to move FLIF forward in the context of the AFR100
- Reiterate commitment of all partners to move this agenda forward in collaboration

#### FACILITATORS' CONTACTS

**Sara J. Scherr**

President & CEO, EcoAgriculture Partners  
Chair, Landscapes for People, Food and Nature Initiative, United States

[sscherr@ecoagriculture.org](mailto:sscherr@ecoagriculture.org)

Time	Content	Speakers
14:00	Introduction	<b>Facilitator:</b> Sara Scherr, Landscapes for People, Food and Nature (LPFN)/ EcoAgriculture Partners
14:05	Next steps to move FLIF forward: towards a Forest and Landscape Investment Platform (FLIF)	Ludwig Liagre, GM-UNCCD
14:15	Key messages from FLIF and how they can feed the next steps	Sessions reporters
14:45	High-level Panel: Which orientations and roadmap to catalyse investments in forests and landscapes?  Perspectives from various stakeholders:  <ul style="list-style-type: none"> <li>• Private sector</li> <li>• Bank</li> <li>• Development fund</li> <li>• Government</li> <li>• Regional platform</li> <li>• International organization</li> </ul>	<b>High level panelists:</b> <ul style="list-style-type: none"> <li>• Christophe Besacier, Food and Agriculture Organization of the United Nations</li> <li>• Mamadou Moussa Diakhité, New Partnership for Africa's Development (NEPAD)</li> <li>• Alex Kanyankole, BRD</li> <li>• Peter Karanja, Freshco Macadamia</li> <li>• Pascal Martinez, Global Environment Facility (GEF)</li> <li>• Prime Ngabonziza, RWFA</li> </ul>
15:15	Facilitated discussion on main FLIF orientations and conclusions	Facilitator and audience
15:45	Closing remarks	Guest of honor

**Christophe Besacier**, Food and Agriculture Organization (FAO), Italy, [christophe.besacier@fao.org](mailto:christophe.besacier@fao.org)

Mr. Besacier graduated as an agronomist engineer specialized in rural development in 1990 from Ecole Nationale Supérieure Agronomique of Toulouse . He also obtained his Master degree on Tropical Agriculture in 1991. He has joined the [Forest and Landscape Restoration Mechanism](#) group at FAO as Forestry Officer in 2015. From 2000 to 2004 he was regional advisor for the French Ministry of Foreign Affairs in the Sahel region and for the Congo Basin region from 2004 to 2009. He was in charge of the Secretariat of the Committee on Mediterranean Forestry Questions-Silva Mediterranea at FAO from 2009 to 2015.

**Mamadou Diakhite**, New Partnership for Africa's Development (NEPAD), South Africa, [MamadouD@nepad.org](mailto:MamadouD@nepad.org)

Mamadou Diakhite is working as team leader of the Sustainable Land and Water Management Programme at the New Partnership for African Development Agency, based in Johannesburg, South Africa. Prior to joining the NEPAD, he worked at the United Nations Environment Programme contributing to implementation of UNEP Green Economy Initiative. Mamadou Diakhite started his international career at the UNFCCC Secretariat before joining the United Nations Institute for Training and Research as the climate change programme manager. Mamadou Diakhite holds two masters: a first one on international development and another one on natural resource management and sustainable development.

**Peter Karanja**, Freshco Macadamia Rwanda Ltd, Rwanda, [karanjapp@yahoo.com](mailto:karanjapp@yahoo.com)

Peter Karanja has served as the General Manager for Freshco Macadamia Rwanda Ltd which a subsidiary of Freshco Kenya Ltd, since 2011. Peter has over fifteen years of macadamia value chain development having joined Equatorial Nut Processors Kenya in 2002 as a field development officer in central Kenya before deployment in Rwanda as General Manager in 2011. He has experience in Macadamia technology transfer where he has been involved in project design, implementation, management, monitoring and evaluation in the execution of macadamia technology transfer projects in Rwanda, Burundi, Eastern DRC and Uganda.

**Ludwig Liagre**, Global Mechanism - UNCCD, Germany, [lliagre@unccd.int](mailto:lliagre@unccd.int)

Ludwig Liagre is a Development Cooperation Professional, specialist in Forest and Landscape Finance and Rio conventions (UNFCCC, CBD, UNCCD) implementation. He operates as Land use & Climate change Programme officer at the Global Mechanism of the United Nations Convention to Combat Desertification for the design of transformative projects for Land Degradation Neutrality. Ludwig holds MScs in Agricultural Sciences & Environmental Economics from AgroParisTech and a MBA from Le Collège des Ingénieurs, France-Germany. He was policy advisor and project manager for the German Development Cooperation in Middle East North Africa and Latin America. He worked with development cooperation agencies (UNDP, FAO), in particular within the FLR Mechanism global programme.

**Pascal Martinez**, the Global Environment Facility (GEF), United States, [pmartinez2@thegef.org](mailto:pmartinez2@thegef.org)

Pascal Martinez is a French national and joined the GEF in June 2015 as climate change specialist, focusing mainly on forest landscapes in Africa and Latin America. Over the past 20 years of his career, he has had the opportunity to develop activities in different areas of the sustainable development, including forestry, biodiversity, agriculture and climate change and for different kind of organizations: private companies, French Government and international organizations (FAO, ECLAC and World Bank). His diversified missions provided him with a broad range of experiences in the international cooperation for the sustainable development, notably in the AFOLU sector.

**Sara J. Scherr**, EcoAgriculture Partners and LPFN, United States, [sscherr@ecoagriculture.org](mailto:sscherr@ecoagriculture.org)

Dr. Sara J. Scherr is an agricultural and natural resource economist focused on agriculture and land policy in tropical developing countries. She is a leading voice for promoting and refining approaches for integrated landscape management, for the restoration of degraded agricultural lands, payments to farmers and communities for ecosystem services and the scaling of agroforestry systems. She founded and leads the non-profit EcoAgriculture Partners and co-founded the Landscapes for People, Food and Nature Initiative, which EcoAgriculture convenes. Previously, she was Director of Ecosystem Services at the non-profit Forest Trends, where she co-founded the Katoomba Group; an adjunct professor at the University of Maryland, College Park, USA; senior research fellow at the International Food Policy Research Institute in Washington, D.C.; and principal researcher at the World Agroforestry Centre based in Nairobi, Kenya.

# Side events

## Investing in business incubators for Forest and Farm Producer Organizations

16 May from 17:30 to 18:30  
ROOM MUHAZI + VIRUNGA + RUHONDO

### ORGANIZERS

Vincent Ziba, Philip Kisoyan and Duncan Macqueen for the Forest and Farm Facility (FFF)

### OBJECTIVES

- Discuss the needs for business-incubation in Forest and Farm Producer Organizations (FFPOs) in African forest landscapes
- Exchange some emerging approaches from Zambia and Kenya
- Share the lessons of the first phase of the FFF programme to support FFPO business
- Discuss perspectives and expectations for supporting FFPO business incubation during the next phase of FFF

Time	Content	Speakers
17:30	History of Incentives and Payment for Ecosystem Services in Rwanda	Vincent de Paul Kabalisa, IWRMD of RWFA
17:45	Visit to Costa Rica: main findings	Prime Ngabonziza, RWFA
17:55	Practical examples of business incubation in Zambia and Kenya and how to adjust to the needs of FFPOs	Isaac Mungwala, Nelly Oduor, KEFRI

## Investments Instruments in Watershed Management and Landscape Restoration in Rwanda

16 May from 17:30 to 18:30  
ROOM SEMINAR

### ORGANIZERS

RWFA - International Union for Conservation of Nature (IUCN) and Water for Growth Rwanda

### CO-ORGANIZER

Food and Agriculture Organization of the United Nations (FAO)

### OBJECTIVES

- Show good examples of catchment management and landscape restoration
- Discuss international experiences
- Frame developments and future needs in upscaling of catchment planning

Time	Content	Speakers
17:30	Setting the scene: Coca Cola and the Community Environmental Fund; PES in the Rwizi Catchment Uganda	Robert Wild, International Union for Conservation of Nature (IUCN)
<b>PANEL DISCUSSION</b>		
17:50	Need for integration water and forestry management	Prime Ngabonziza, RWFA
18:00	Implications for Catchment planning and Landscape Restoration in Rwanda	Vincent de Paul Kabalisa, IWRM, Department of RWFA
18:10	International experiences on landscape restoration and upscaling experiences in Rwanda	Charles Karangwa, International Union for Conservation of Nature (IUCN)
18:20	Funding mechanisms for Catchment Management and landscape restoration in Rwanda	David Mitchell, RWFA - Water for Growth Rwanda

## Catalyzing Public Private Partnerships for Large Scale Forest & Landscape Restoration

16 May from 17:30 to 18:30  
MAIN ROOM (1+2)

### ORGANIZERS

Global Mechanism of the United Nations Convention to Combat Desertification (UNCCD), Mirova-Responsible Investment Division of Natixis Asset Management

### OBJECTIVES

- Discuss a technical guidance on the design of Transformative Projects for Land Degradation Neutrality (LDN) and challenges for the development of large scale LDN and FLR projects
- Highlight the needs for partnerships and alliances to design transformative projects for LDN and Forest & Landscape Restoration
- Present the LDN Fund Projects and its relevance for large scale restoration investments
- Understand the importance of public private partnerships for large scale restoration projects
- Present relevant alliances for effective investment projects design are identified

Time	Content	Speakers
17:30	LDN Transformative Projects: definition, innovations and contributions to SDGs	Ludwig Liagre, Global mechanism of the UNCCD
17:45	LDN Fund Project: catalyzing public private partnerships for large scale restoration projects	Boris Spassky, Mirova
18:00	Facilitated discussion	All participants

## Booth exhibition

16 - 17 May from 09:00 to 18:30  
ROOM 3

1. **Macadamia Freshco Macadamia Rwanda Ltd** is the leading macadamia seedlings producers and distributors in Rwanda.
2. **EcoAgriculture Partners** is a non-profit organization working to reduce hunger, increase agricultural production, improve rural people's lives and conserve biodiversity using an innovative whole landscape approach- <http://ecoagriculture.org/>
3. **Isdore NZEYIMANA** - [asko.siintola@indufor.fi](mailto:asko.siintola@indufor.fi)
4. **Shekina Enterprises** is a pioneer firm in the dried cassava leaves market and after four years remains the only dried cassava leaf producer in the country - [shekio5@yahoo.fr](mailto:shekio5@yahoo.fr)
5. **GIZ** is a German federal enterprise and offers practical, sustainable and effective solutions to the challenges faced in political, economic and social change processes - [www.giz.de/de/html/index.html](http://www.giz.de/de/html/index.html)
6. **International Network of Bamboo and Rattan (INBAR)** is an intergovernmental organization registered with the United Nations that promotes the growing of bamboo and rattan for economic and environmental gains - [www.inbar.int](http://www.inbar.int)
7. **EcoPlanet Bamboo** is leading the industrialization of bamboo as a viable and environmentally attractive alternative fiber - [www.ecoplanetbamboo.com](http://www.ecoplanetbamboo.com)
8. **IDH (Initiative for sustainable landscape)** works in landscapes or areas where internationally traded commodity production has important socioeconomic and environmental impact and where this threatens natural resources - [www.idhsustainabletrade.com/initiative/initiative-for-sustainable-landscapes](http://www.idhsustainabletrade.com/initiative/initiative-for-sustainable-landscapes)
9. **POLYTER**
10. **Water for Growth Rwanda** is a platform to promote improved management of Rwanda's water resources - [www.water.rw](http://www.water.rw)
11. **Earth Alive Clean Technologies** develops and manufactures a variety of state-of-the-art microbial technology-based products - <http://earthalivect.com>
12. **World Wild Foundation for Nature's** mission is to stop the degradation of our planet's natural environment, and build a future in which humans live in harmony with nature - [www.worldwildlife.org](http://www.worldwildlife.org)
13. **The International Union for Conservation of Nature** provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together - [www.iucn.org](http://www.iucn.org)
14. **Inyenyeri** is a Rwandan Company dedicated to eliminating death and disease from Household Air Pollution in Rwanda - [www.inyenyeri.org](http://www.inyenyeri.org)
15. **The World Agroforestry Centre (ICRAF)** is a centre of scientific excellence possessing the world's largest repository of agroforestry science and information - [www.worldagroforestry.org](http://www.worldagroforestry.org)
16. **Ikirezi Natural Products** is an emerging agribusiness that is pioneering the production of high quality essential oils in Rwanda, The Land of a Thousand Hills - [www.ikirezi.biz/ikirezi.html](http://www.ikirezi.biz/ikirezi.html)
17. **Ecotrust** innovates, invests, and inspires in ways that create wellbeing for people and the places they live - <https://ecotrust.org>
18. **Food and Agriculture Organization of the United Nations (FAO)** is an agency of the United Nations that leads international efforts to defeat hunger - [www.fao.org](http://www.fao.org)

# Organizing Committee and Key Partners

## SECRETARIAT

Food and Agriculture Organization of the United Nations (FAO)

## MEMBERS AND KEY PARTNERS

- African Development Bank (AfDB)
- African Entrepreneur Collective (AEC)
- Belgium Technical Cooperation (BTC)
- Climate KIC
- Convention to Combat Desertification (GM UNCCD)
- FAO's Forest and Farm Facility (FFF) programme
- German Society for International Cooperation (GIZ)
- Global Green Growth Institute (GGGI)
- Global Mechanism of the United Nations
- Global Partnership for Forest and Landscape Restoration (GPFLR)
- International Fund for Agricultural Development (IFAD)
- International Union for the Conservation of Nature (IUCN)
- Landscapes for Food, People and Nature (LPFN)
- National Agricultural Development Export Board (NAEB)
- New Partnership for Africa's Development (NEPAD)
- Private Sector Federation (PSF)
- Rwanda Development Bank (RDB)
- Rwanda Development Board (RDB)
- Rwanda Environment Management Authority (REMA)
- Rwanda Natural Resources Authority (RNRA)
- Rwanda's Green Fund (FONERWA)
- Rwanda Trading Company
- Shekina
- United Nations Environment Programme (UNEP)
- Water for Growth Rwanda
- World Agroforestry Center (ICRAF)
- World Bank
- World Resources Institute (WRI)

## ORGANIZERS OF THE FOREST AND LANDSCAPE INVESTMENT FORUM

### Joseph Anania

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Joseph Anania Bizima is currently a National Project Coordinator for the FAO project supporting Forest Landscape Restoration and Sustainable Food and Agriculture. Joseph a Rwandan by nationality has a huge experience in project management having worked over 20 years in Rwanda and also in other East African countries including Tanzania, Uganda and Burundi. His successful background is mainly recorded through coordination of projects focused on supporting sustainable agriculture and environmental protection. Many of those projects were funded by international organizations such as GIZ, IFAD, World Bank, Nile Basin Initiative and FAO.

### Jean Claude Rwaburindi

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Jean Claude Rwaburindi is a Rwandan National and Joined FAO in February 2016 as Forest and Landscape Investment Forum Coordinator, Focusing on value chains analysis, partners mobilization, organizational, outreach and communication. Prior Join FAO, in more than six years has been a soil and water management specialist at Afen-Consult inc., Field Researcher at Rwanda Agriculture Board (RAB) and Business Development Officer at OpenCast-labs Africa. Jean Claude holds a Bsc in soil and water management from Higher Institute of Agriculture and Animal Husbandry (ISAE) and now completing Masters in Agriculture and Applied Economics from Jomo Kenyatta University of Agriculture and Technology.

### Daphne Rydahl

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Daphne Rydahl studied in France where she obtained a joint honors degree in Economics and English and a Master in Environmental Policies and Sustainable Development. Within the FLR Mechanism, she is assisting the team with the preparation of the Forest and Landscape Investment Forum (FLIF), and some case studies research on sustainable finance. Daphne had previous experiences in the preparation of the COP21 in Paris in 2015 and COP 22 in Marrakech in 2016, as well as in the Grameen Bank in Bangladesh in 2014.

### Faustine Zoveda

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Faustine Zoveda is an Agronomist with a MSc in Ecology. Forestry Officer within the FLR Mechanism, she addresses capacity development and monitoring aspects, and provides technical assistance to selected countries. She joined FAO in 2013, focusing in particular on the sustainable agriculture agenda of the Organization. She supported in particular the development of "The Common Vision", FAO's strategy for Sustainable Agriculture, and its implementation in pilot countries. Prior to that, Faustine has worked in the consulting business, providing advisory services to the French public sector in large-scale transformation projects.

**A CONTRIBUTION TO THE ACHIEVEMENT OF THE BONN CHALLENGE  
AND THE AFR100 INITIATIVE**

## FLIF resources

FLIF PowerPoint presentations area available [here](#) including:

- Session 1: <https://www.slideshare.net/ExternalEvents/session-1-business-opportunities-and-challenges-in-agroforestry-and-forestry-what-can-business-do-for-forest-and-landscape-restoration>
- Session 2: <https://www.slideshare.net/ExternalEvents/session-2-forest-landscape-business-champions-promoting-business-innovation-and-scaling-up>
- Session 3: <https://www.slideshare.net/ExternalEvents/session-3-investors-and-donors-panel-approaches-challenges-and-partnerships-for-investing-in-flr>
- Session 4: <https://www.slideshare.net/ExternalEvents/session-4-incubating-accelerating-and-scaling-up-flr-relevant-business-models>
- Session 5: <https://www.slideshare.net/ExternalEvents/session-5-environmental-social-and-governance-standards-and-monitoring-for-flr-investments>
- Session 6: <https://www.slideshare.net/ExternalEvents/session-6-mitigating-risks-for-private-sector-investments-in-flr-which-relevant-mechanisms-and-partnerships>
- Session 7: <https://www.slideshare.net/ExternalEvents/session-7-sustaining-and-catalyzing-investments-for-forests-and-landscapes-in-africa-towards-a-forest-and-landscape-investment-platform>

### WHO HAS TALKED ABOUT THE FLIF?

- [FAO Rwanda website](#)
- <https://www.youtube.com/watch?v=NpOySRcfQaI>
- [Rwanda Television](#), May 17, 2017 (22:00 minute- 25min:28sec )
- [Africa calls for funding to restore degraded forests, land](#) - The Newtimes, May 17, 2017
- [FAO forum eyes private investment into forest and landscape restoration](#) - The Light Magazine, May 18, 2017
- [Investing in forest and landscape restoration will improve livelihoods of African people](#) - Aquilatimes.com, May 17, 2017
- [“Entre \\$US 36 md et \\$US 46 md d’investissements sont nécessaires pour atteindre le Défi de Bonn”- Dr Vincent Biruta](#) - Rwanda News Agency, May 16, 2017
- [L’Afrique demande un financement pour restaurer les forêts et les terres dégradées](#) - Panorama.rw, May 17 2017
- [Mu nama iteraniye I Kigali FAO ,iragaragaza ko ubuhinzi bw’amashyamba bukwiye kwitabwaho kurushaho](#) - Rwandanziza.rw, May 16, 2017
- [Milliyari hagati ya 36 na 49 z’amadorali zikenewe buri mwaka mu buhinzi bw’amashyamba](#) - Makuruki.rw, May 17, 2017
- [Impuguke zaturutse mu bihugu bitandukanye ziri kurebera uko ubuhinzi bw’amashyamba bwanozwa kurushaho](#) - Kigali Fiesta, May 17, 2017
- [Abikorera barasabwa gutanga umusanzu ugaragara mu gushora imari mu bikorwa birengera amashyamba](#) - Kigali Fiesta, May 17, 2017

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