

NEEDS AND OPPORTUNITIES ASSESSMENT

*Building the capacity of African landscape
leaders to engage the private sector*



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Since 2009 TerrAfrica has worked with EcoAgriculture Partners (EcoAgriculture) to operationalize an integrated landscape management (ILM) approach to scaling up Sustainable Land and Water Management (SLWM) in Sub-Saharan Africa (SSA). Together the organizations have explored a variety of ways that ILM can enable the practice of SLWM and expand its impact. We have collaborated, for example, in efforts to enrich the TerrAfrica Knowledge Management system by demonstrating linkages between SLWM and ILM, to enhance TerrAfrica's monitoring and evaluation system by employing a spatially oriented landscape framework for choosing and measuring meaningful SLWM performance indicators, to raise awareness among African policy makers about the value of investing in landscape level SLWM, and to build capacities among practitioners and policy-makers for approaching SLWM from a landscape perspective. Throughout the journey our work has centered on the importance of partnerships with an aim to ensure that the diverse organizations and initiatives that have roles to play and responsibilities to uphold in scaling up SLWM are identified and mobilized. Our present work, reported here and in a companion outreach document, [The Landscape Approach for Sustainability in African Agribusiness](#), focuses on critical roles that the private business sector has to play in scaling up SLWM and the potential business benefits.

In 2014 TerrAfrica (along with Norad, the Dutch Ministry of Economic Affairs, and the Global Environment Facility) co-sponsored the Landscapes for People, Food and Nature in Africa conference in Nairobi, Kenya which led to the [African Landscapes Action Plan \(ALAP\)](#). ALAP specifies the importance of engaging the private sector in integrated landscape management including smallholder farmers and local entrepreneurs as well as international business firms and other private actors. ALAP also highlights reasons why the private sector has been largely absent from ILM initiatives to date, and recommends strategies as well as specific actions to address this shortcoming. High priority strategic actions forwarded in ALAP center on raising awareness and building capacities to help ensure that businesses are active, positive contributors to ILM. Specifically, this includes better communicating the business case for private sector participation in ILM initiatives, ensuring that

"The private sector is a key driver of development and improvement of the lives of our communities."

- surveyed landscape leader

43%

**OF CONSULTED ORGANIZATIONS
ARE ENGAGING THE PRIVATE
SECTOR IN THEIR PROJECTS
AND PROGRAMS**

21%

**CURRENTLY HAVE FUNDING
FROM PRIVATE SECTOR
SOURCES**



Ghanaian cocoa farmers receive training on best management practices as part of a partnership program between Conservation Alliance Ghana and Olam International. 2013. Photo by EcoAgriculture Partners..

civil society groups are better equipped to engage businesses in the field, and helping governments become more willing and able to facilitate the development of new public-private-civic partnerships for landscape action. Terrafrica has responded by partnering in the development of an outreach document to synthesize existing resources for building awareness about opportunities for private sector engagement in ILM in Africa (i.e. Business Engagement Roadshow document), and in this study to identify gaps and associated needs for additional capacity development resources (i.e. needs assessment).

This document reports on a collaborative, stakeholder-engaged assessment of resources that are needed to build capacities for meaningful private sector engagement in integrated landscape initiatives that can advance the scaling up of SLWM. Following the introduction, the methodology for the needs assessment is described including a description of the survey and the desk review that were conducted. Findings from the respective activities are then presented, followed by a section on gaps and opportunities, which synthesizes findings from the two sources. Finally, recommendations are put forward for addressing the gaps and building on the opportunities identified.



METHODOLOGY

*Our approach to assessing the
needs and opportunities for
engaging the private sector in ILM*

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The needs assessment used a combination of consultations with leaders from civil-society organizations (CSOs) and private sector platforms in Africa, and group input from two major convenings around capacity building for civil-society leaders. For the individual consultations, 36 leaders from CSOs and private sector platforms that have been participating in or advocating for landscape approaches in Africa were invited to participate in a phone interview or complete an online survey. The questions used in the phone interview and online survey were the same. In addition, a paper version of the survey was distributed to 30 participants at a TerrAfrica training event in Lesotho. Group input was gathered at the same training event, as well as at a regional knowledge exchange for learning landscapes of the Landscapes for People, Food and Nature Initiative. In total, 28 interview and/or survey responses were collected and analyzed to identify gaps in CSO capacity to engage with private sector stakeholders in the landscapes where they work. The group input was targeted to understanding the best current opportunities for building CSO capacity in these areas.

The individual and group consultations were paired with a desk study of relevant peer-reviewed and grey literature to identify initiatives and organizations that are leading private sector engagement in landscape approaches in TerrAfrica member countries. The literature was identified through the network of LPFN partners who are working on private sector engagement and through targeted online searches in Google Scholar and our partners' websites. In some cases, follow-up consultations with partners were conducted to gather more information on their initiatives and tools for engaging the private sector. Together the consultations and desk study were analyzed for gaps in civil-society leaders' approach and capacity to engage the private sector in landscape approaches and mobilize private finance for supporting African landscape initiatives.



There are 25 students and 5 peer trainers on experimental plots high in the mountains, at the farmer's field school in Nyange village, Ngororero, Uganda. 2010. Photo by Susan Beccio/IFAD.



RESULTS

*Analysis of the surveys,
consultations and desk review*

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Civil society capacity for engaging the private sector and mobilizing private finance

Respondents overwhelmingly considered engaging with the private sector as critical for meeting their goals for ILM. Their motivation for engaging the private sector included the sector's role in fostering entrepreneurial approaches to land management, the spatial extent of private sector presence in their landscapes, the tight linkages between private sector and livelihoods outcomes, and the potential of the sector to fund ILM activities.

Nearly half of the programs of the surveyed CSO leaders' organizations involve the private sector as a stakeholder or funder, although only 20% currently had private sector funding for their programs. Sectoral initiatives, such as initiatives focused on water, climate, or specific commodities, were the most common way of working with private sector stakeholders (reported by 61% of respondents). Bilateral and multi-lateral partnerships were less common modes for partnering with the private sector (36% and 32%, respectively). When CSOs did engage the private sector, 45% of respondents reported engaging businesses on important aspects of ILM such as crop management, tree cover, income and climate adaptation. However, other issues that were important concerns in respondents' landscapes were not common entry points for private

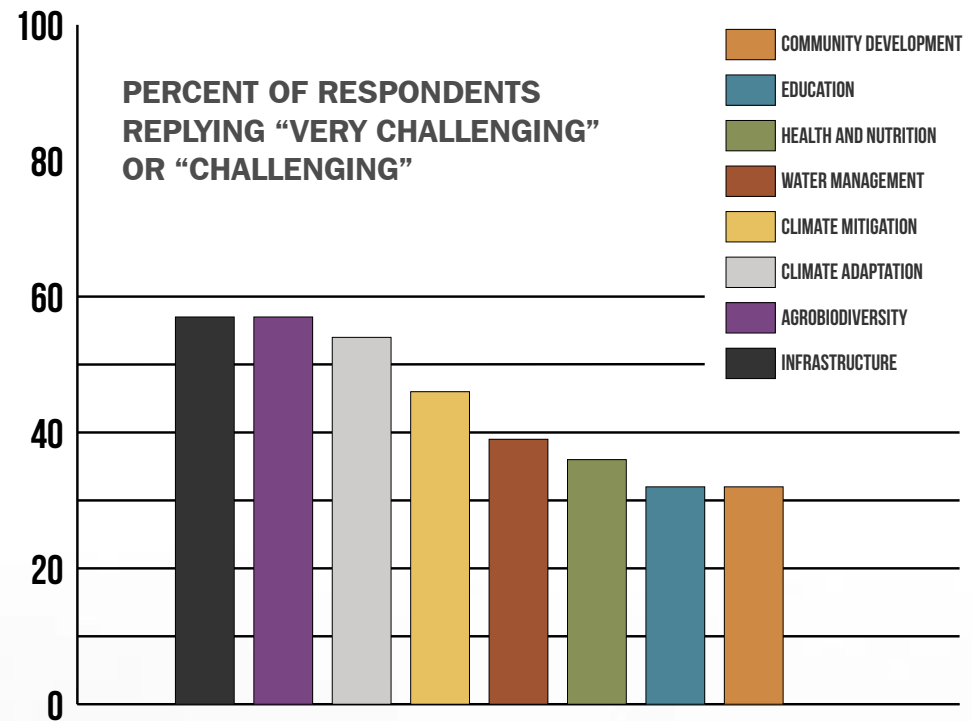


Figure 1. Respondents reported the issues above to be particularly challenging entry points for engaging the private sector.

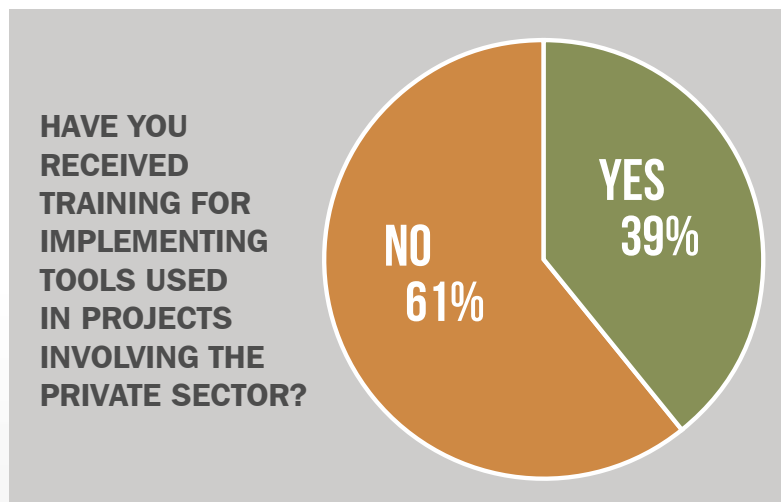
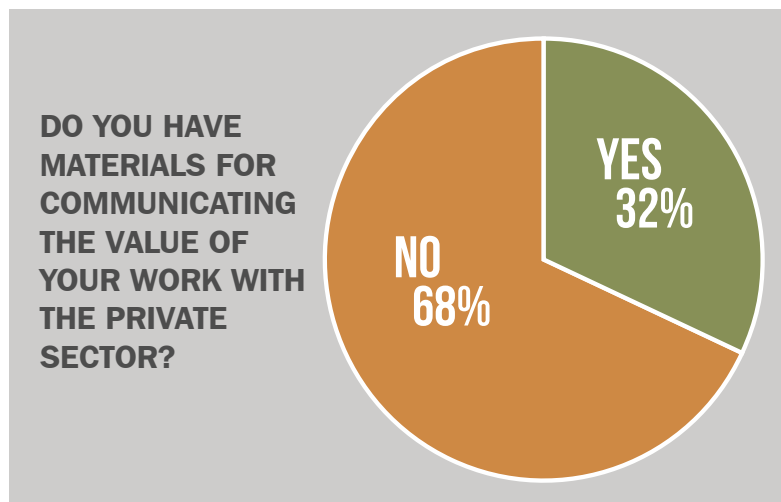


Figure 2. Gaps in training on tools and materials for engaging the private sector.

sector engagement. These included soil management, landscape connectivity, health and wellbeing, and education. Fewer than 20% of respondents reported engaging the private sector on these top ranking issues in their landscapes.

Tools are another dimension of stakeholder engagement that can be helpful for understanding issues and making decisions in multi-stakeholder contexts. Many respondents reported that their organizations use a variety of tools in ILM, including stakeholder mapping (used by 75%), climate risk (used by 68%), impact assessment (used by 61%), and spatial planning tools (used by 46%). Other tools, particularly risk and profitability assessment tools, were used by an average of only 20% of respondents. In projects with private sector engagement, the use of tools was lower. Stakeholder mapping and impact assessment tools were the most commonly used, in 68% and 54% of projects with private sector involvement, respectively. The consultations revealed that respondents were particularly interested in receiving more training on climate and water risk tools. Notably, 61% of respondents never received training on any of the tools they use, whether in their projects with the private sector or otherwise.

In general, 68% of respondents reported that they understood the priorities of the private sector and the issues that were most important to the sector in relation to ILM. An even higher percentage (78%) felt that they could easily describe the value proposition of integrated landscape management. However, only 39% of respondents agreed that private sector organizations were aware of the benefits of partnering with CSOs. Even fewer (25%) agreed that they could clearly communicate that value to potential private sector partners in their landscapes. In part, this appeared due to a lack of appropriate tech-

niques and materials for communicating with the private sector. Only 32% said that they have adequate materials for demonstrating the value of partnering with their organizations to the private sector, or incentivizing partnerships or financing. The lack of capacity to communicate clearly with the private sector was paired with relatively low awareness of sources of private sector finance for ILM. Only 30% of respondents reported that they were aware of current sources of finance for their landscape initiatives, and even fewer (20%) had harnessed private sector resources to carry out their activities to advance ILM.

Learning from organizations leading private sector engagement in African landscapes

Despite the gaps in CSO awareness and capacity for engaging the private sector as a stakeholder and donor in SLWM, there are many examples of successful partnerships between CSOs and the private sector in Africa. Looking to these existing examples of successful partnership serves as another resource for understanding the opportunities for building private sector capacity. The desk study component focused on identifying such partnerships in the context of landscape approaches in TerrAfrica member countries. It also identified existing platforms for multi-stakeholder collaboration that have brought private sector stakeholders into integrated landscape management processes. Table 1. below highlights the findings of the desk study, and serves as a resource to guide potential partnerships for TerrAfrica to develop or strengthen as it builds the capacity to engage private sector in its member countries and programs. The table on Page 11 identifies leading organizations, the initiatives they lead or participate in, the countries where they are actively engaging the private sector, and specific tools that they have developed or used to facilitate engagement.

25%

OF RESPONDENTS AGREE THEY CAN CLEARLY COMMUNICATE THE VALUE OF ILM TO PRIVATE SECTOR STAKEHOLDERS

68%

OF RESPONDENTS REPORTED THAT THEY LACK ADEQUATE MATERIALS FOR COMMUNICATING WITH PRIVATE SECTOR ACTORS



Climate smart agriculture research in Bungoma, Kenya. Photo by EcoAgriculture Partners.

Table 1. Organizational leaders and potential partners for engaging the private sector in ILM.

Organizational leaders in private sector engagement in ILM	Initiatives led or supported by these organizations	African countries where they work	Tools that they have developed or used for engaging the private sector
Rainforest Alliance	Forest, Climate and Communities Alliance	Ghana, Côte d'Ivoire, Ethiopia, Kenya, Tanzania, Uganda	Ecosystem Assessment Tool
Dutch Trade Initiative (IDH)	Initiative for Sustainable Landscapes (ISLA), WCF African Cocoa Initiative	Kenya, Ghana, Ethiopia	Landscapes Convener Guide, Landscape Cost-Benefit Analysis
EcoAgriculture Partners	Landscapes for People, Food and Nature Initiative, Southern Agricultural Growth Corridor of Tanzania	Kenya, Tanzania, Ethiopia, Uganda, Burundi	Spatial planning and design tool, Ground-based photo monitoring tool, Institutional Performance Scorecard
World Cocoa Foundation	WCF African Cocoa Initiative	Ghana, Côte d'Ivoire	CocoaMap
Nepad Business Foundation	Removing the Barriers (RtB) in Agriculture	South Africa, Mozambique	
Lake Victoria Basin Commission	Mount Elgon Regional Ecosystem Conservation Programme	Uganda, Kenya	
World Wildlife Fund	Southern Agricultural Growth Corridor of Tanzania	Tanzania, Kenya, Mozambique, Malawi, Uganda, Rwanda, Burundi, Gabon, Nigeria, DRC, South Africa, Senegal, the Gambia	Supply Risk Analysis Tool, Bank Policy Benchmarking Tool, Water Risk Filter
International Union for the Conservation of Nature (IUCN)	SUSTAIN - Africa, Fair Coasts Initiative, Black Mountain Mining Biodiversity Partnership	Tanzania, Kenya, Uganda, Mozambique, South Africa, Ghana, Burkina Faso, Mali, Nigeria, DRC, Senegal	
Fauna and Flora International	Business and Biodiversity Initiative, Natural Value Initiative	South Africa, Mozambique, Namibia, Uganda	Biodiversity Risk and Opportunity Assessment Tool, The Ecosystem Services Benchmark, High Conservation Value Approach
The Nature Conservancy	Southern Agricultural Growth Corridor of Tanzania, Upper Tana Water Fund	Tanzania, Kenya, Zambia, Namibia, Gabon	Water, climate and biodiversity risk mapping
African Wildlife Foundation	SUSTAIN - Africa, GROW - Africa	Ethiopia, Kenya, Uganda, Tanzania, DRC, Zambia, Zimbabwe, Mozambique, South Africa, Namibia	Participatory community mapping
African Centre for a Green Economy (Africege)	Africa Climate Smart Agriculture Alliance	South Africa, Zambia, Tanzania, Uganda, Kenya, others	Social dimensions of green growth course, Green business incubation programme

DISCUSSION AND RECOMMENDATIONS

*Gaps, opportunities and
recommendations for building the
capacity of landscape leaders to
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Results from the survey and desk review yield a number of important lessons for enhanced public-private-civic cooperation in landscape approaches. Foremost, despite the fact that CSOs believe their work would bring value to the private sector, businesses seem to have relatively little awareness of the value of engaging with CSOs. Additionally, CSOs do not have adequate materials for communicating the value of their work with private sector actors in ways that would incentivize their participation as stakeholders or bring in funding from the private sector. Respondents identified government as an important player in bridging private-civic interests and objectives through landscape partnerships, however capacity for such facilitation currently is low.

Tools can be an important way of bridging private sector and CSO perspectives on issues in the landscape. However, few CSOs receive training on tools, and the tools that they use are limited in scope and application. This finding points to clear needs and opportunities to offer training for CSO leaders on tools that are helpful for engaging the private sector, particularly those that have been used successfully by leading organizations. These include scenario analysis, risk analysis and profitability analysis tools as well as calculator tools on GHG emissions, water and energy usage. CSOs might benefit also from advanced training on tools that they are attempting to use already in projects with the private sector, such as stakeholder mapping and impact assessment tools. Learning modules to support such training activities should be designed also to equip CSOs with techniques and materials for communicating the value of their SLWM work with the private sector.

To address the gaps identified in the availability of resources for building capacities to advance the engagement of the private sector in integrated landscape management in Africa, and build on the opportunities, we recommend investment in the development of tools, learning modules, and learning activities. Specific recommendations are offered below.



*Sustainable livestock management in Laikipia County, Kenya.
Photo by EcoAgriculture Partners.*

Tools

The business engagement roadshow document that accompanies this report is a tool designed to build awareness among businesses, and in government and civic sectors who seek to engage businesses in landscape initiatives. Our analysis reveals that in addition to this valuable communication tool, stakeholders need tools to aid in conducting and reviewing scenario analyses, risk assessments and profitability profiles that will enrich efforts to establish the “business case” for multi-sector collaborative landscape management.

A number of these tools have been developed by civil society organizations, working in close partnership with companies to drive landscape level assessment and collaborative action that can be put to immediate use. Examples include World Resources Institute’s Corporate Ecosystem Services Review and Global Forest Watch, Fauna and Flora International’s Biodiversity Risk and Opportunity Assessment (BROA), and EcoAgriculture Partners’ Spatial Planning and Monitoring Guide. In addition new carbon accounting tools such as the World Bank/FAO’s Exact and water risk assessment tools such as WWF water footprint analyzer can play important roles in helping companies to assess and minimize their impact, report transparently to consumers, and realize the need for more collaborative action at scale in production and supply-sheds globally.

In close collaboration with its development partners such as ICRAF, WRI, LPFN and EcoAgriculture Partners, TerrAfrica can

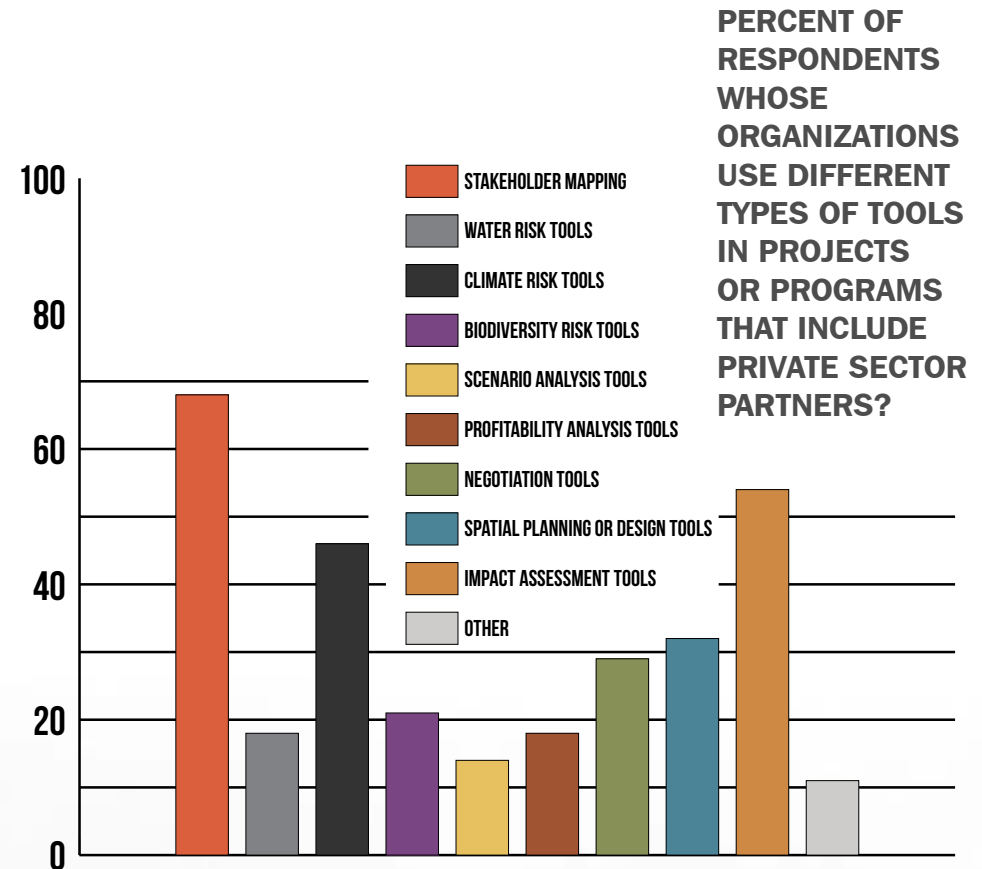


Figure 3. Types of tools used by respondents' organization when engaging with the private sector.



An Ethiopian watershed where TerrAfrica is applying its Sustainable Land and Water Management approach. 2013.
Photo by EcoAgriculture Partners.

ensure the effective training of its managers and the application of such tools in support of SLWM and private sector engagement in its host countries. The LPFN has developed a library of new and existing landscape tools on its website at people-foodandnature.org/learning-network/find-tools/ and is in the process of developing a guide to business-oriented spatial planning and monitoring tools with the Sustainable Trade Initiative (forthcoming December 2015).

Learning modules and curricula

We recommend that a learning module be prepared that provides guidance to trainer/facilitators about ways to convey the practical use of selected landscape tools to various audiences and introduces the landscape management process. Investing in a train the trainer (TOT) approach to developing learning modules will ensure that the material is optimally adaptable and therefore useful in different contexts. The TerrAfrica trainer's manual entitled [A Landscape Perspective on Monitoring & Evaluation for Sustainable Land Management](#) could be used as an example of how a collection of learning modules may be integrated into a TOT curriculum.

We recommend further that the landscape tool module be complemented with a Landscape Manager Practical Guide. In cooperation with the Sustainable Trade Initiative's (IDH) Initiative for Sustainable Landscapes (ISLA), a four-year, 20M euro program focused on building public-private-civic coalitions for landscape action in six agricultural landscapes globally, EcoAgriculture has developed a landscapes convener guide. The document offers ISLA managers practical guidance on landscape project design, implementation and monitoring. Thus far it has proved a valuable resource for managers operating in different countries and contexts who are following program approach. A similar guide could be developed for TerrAfrica in support of its new strategic objective to mainstream the landscape approach within its portfolio in ways that integrate public-private-civic sector partnership formation and management.

Learning activities

Our analysis identifies the need for capacity-development workshops and webinars as well as landscape-specific knowledge exchanges. Conducting a pilot training course around learning modules designed to deepen analysis and planning for business engagement in ILM can serve to convey the content to a select group of trainees who are well positioned to become trainers themselves. Simultaneously, the pilot training course can be designed to test the viability of different learning activities in reaching various audiences and to enrich the content of the modules from experiential knowledge contributed by the trainees. The trainers' manual referenced in the section above provides an example of this cost-effective process.

To build capacity around the landscape tool module and the practical guide for landscape managers described above, we recommend conducting webinars to provide an overview of each, as well as a regional training event. The regional training should be followed by hands-on project support in two to four countries over an eight month period to ensure uptake by TerrAfrica managers. This experience would be used also to enhance the training modules and the practical guide prior to distribution to the broader TerrAfrica network.



A landscape leader describes improvements in the management of a landscape in Rwanda. Photo by EcoAgriculture Partners.

Learning exchanges would be an excellent means of building capacities and bringing attention to landscapes where civil society organizations and government bodies have successfully engaged the private sector in ILM. By documenting and communicating the content of the learning exchanges valuable experience can be gained and lessons learned by stakeholders working in similar landscape situations elsewhere to broaden the reach and impact of investment in the exchanges.

In water resource management for example, a number of important platforms have formed including the Water Resource Group, a global public-private-civic society collaboration founded in 2009 among leading companies, donors and investors such as IFC, Coca-Cola, World Economic Forum and the Swiss Development Corporation. The government of South Africa, in response to water scarcity issues, has spurred a hub of innovation on landscape approaches to risk reduction with the formation of the Strategic Water Partners Network. In the forestry sector the New Generations Plantation program led by World Wildlife Fund with companies such as Mondi offers another important learning partner with sites in South Africa, Chile and DRC. Other noteworthy PPCP initiatives include the long-running Imarisha Navaisha and the newly launched Southwest Mau Forest platform in Kenya. Some of these front-running sites are included as case studies in the accompanying Road-show resource document and are strategic partners of LPFN and Terrafrica.



Community wildlife fence near Mt. Elgon National Park. Photographed during scoping for a transboundary community markets project in Kenya and Uganda. Photo by EcoAgriculture Partners.

CONCLUSIONS

The adoption of more integrated landscape approaches to sustainable land and water management offers new challenges and opportunities for TerrAfrica in the years ahead. While easy to say, adopting and up-scaling a new approach requires pragmatism to ensure that new capacities, tools and partnerships are developed effectively. This study and its complementary Roadshow reveal a number of entry points and modalities for helping realize TerrAfrica's current aim to strengthen partnerships with private sector actors as a means for realizing its long term vision.

We anticipate that the findings and recommendations offered in this study will help to inform leadership in TerrAfrica and stimulate conversation with existing and prospective partners about practical and effective ways of collaborating to build capacities for advancing private sector engagement in landscape SLWM. By designing and adopting a combination of online and in-person trainings, experiential knowledge exchanges in learning landscapes, and regional and national courses and dialogues in its portfolio, TerrAfrica stands to dramatically expand and strengthen the partnerships on which its success rests.



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