

THE LANDSCAPE APPROACH FOR SUSTAINABILITY IN AFRICAN AGRIBUSINESS

*Partnerships that support excellent companies,
communities, and ecosystems*



**Landscapes for
People, Food and Nature**

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ABOUT THIS GUIDE

Increasingly global food and beverage businesses and their supply chains are operating in an environment of immense risk, from local unrest and population pressure, to water scarcity and climate change. With these risks however, also come important opportunities for companies that are well positioned to manage this complexity. Turning risk into opportunity is no easy task; it requires new operational models, new tools, and strategic partnerships. Nowhere else on earth is this picture more clear than on the African continent. The World Economic Forum projects that between 2008 and 2020, combined potential revenues from the production of consumer products, natural resources, agriculture and infrastructure in Africa will exceed USD 2.6 trillion, or a sustained compound annual growth rate of four percent. With up to 70% of Africa's rural population in many countries employed by agriculture, the sector will also play a critical role in poverty reduction and combating hunger. To achieve this, however, **a new development model for agricultural green growth is needed.**

The concepts that this booklet presents stem from the work of the Landscapes for People, Food and Nature Initiative, an international coalition of leading conservation and development organizations focused on scaling-up the adoption of integrated landscape approaches to sustainable land and water management. While the landscape approach has been championed for many years by institutions principally from the natural resource sectors, it is **quickly beginning to move into the private sector lexicon** as businesses attempt to tackle complex risks within their sourcing and production areas.

The booklet was designed for leaders of African agriculture, food and beverage companies, and for the civil society and government land managers working to engage them. It offers **cases of front-running companies** who have applied the landscape approach in their African operations, a summary of the approach's **basic principles**, a selection of **cutting-edge tools**, and an explanation of **core integrated practices** and their relevance to business operations. We encourage you to explore the material in-depth and to analyze the value of a landscape approach within your own operations, investments and planning processes. The booklet can be used as a resource and conversation-starter to help pose practical questions and promote productive engagement between business and landscape leaders.

"Agriculture is at the centre of a transition to a resource-efficient, low-carbon Green Economy.... Well-managed, sustainable agriculture can not only overcome hunger and poverty, but can address other challenges from climate change to the loss of biodiversity."

— Achim Steiner, Director General,
United Nations Environment Program

PARTNER

TerrAfrica and the Business Engagement Working Group of the Landscapes for People, Food and Nature Initiative seek to expand the potential of the landscape approach for sustainable land and water management by testing it in production regions through new partnerships. We invite you to join this process by contacting The Landscapes for People, Food and Nature Initiative for more information:

lpfn@ecoagriculture.org.

QUESTIONS THIS GUIDE WILL ANSWER

- *What is a production landscape?*
- *What is a landscape approach to Sustainable Land and Water Management?*
- *Why is this approach relevant to my agribusiness?*
- *How is a landscape approach different from a sustainable supply chain approach?*
- *How can we develop a shared understanding of what is going on in a landscape?*
- *How can my agribusiness build a base for collaborative public-private-civic landscape action?*
- *How can my agribusiness engage other sectors?*
- *What tools can I use to assess and plan for landscape risk and opportunities for my agribusiness?*

“As a global agribusiness, addressing food security is one of six developmental challenges that Olam is concerned about. The others being, water security; climate change; energy security and building a new paradigm of sustainable and profitable growth without massively depleting “natural capital.” The sixth - how we reduce inequality and foster inclusive growth – underpins all others. These six challenges have interlocked causes.”

— Sunny Verghese, CEO, Olam

INTRODUCTION

With approximately 60% of the world's remaining arable land, Africa is poised to achieve significant economic growth through agricultural development and other rural land uses. However, risks related to the management of land and water resources threaten this growth, and its potential benefits to local people.

ACTION REQUIRED BEYOND THE FARM OR FACILITY

Agricultural production commonly impacts off-farm sites, both near and far, with important effects on the health and livelihoods of people living in the landscape and natural areas within and around production zones, which in turn often effects the productivity of the farm or concession itself. Forward-thinking agribusinesses must work to address these risks both on the farm, and beyond, in order to ensure sustainable production and profit into the future.

COORDINATED ACTION AT THE LANDSCAPE SCALE IS NEEDED

Landscape approaches are complementary, though different, from scaling up the efforts of individual interventions. They require organization beyond the traditional boundaries of the business operation, they require public-private partnerships, and they require empowering communities to take ownership as well.

There are already many examples of African agricultural, food and beverage businesses (agribusiness) engaging in landscape approaches, and a variety of steps a business, whether a multinational or a small or medium-sized enterprise, can take to begin mitigating risks and creating opportunities within the landscapes where they operate through these approaches.

“Addressing the challenges of climate adaptation, water stewardship and building community relations all require ‘more than the sum of the parts’ thinking.”

— José Lopez, Executive Vice President, Operations, Nestlé

60%

PROPORTION OF THE WORLD'S REMAINING ARABLE LAND THAT IS IN AFRICA

500 CALORIES

PER PERSON DECREASE IN AVAILABLE FOOD BY 2050 IN SUB-SAHARAN AFRICA UNDER IFPRI CLIMATE CHANGE PROJECTIONS

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WHY

*Increasing risks beyond the farm
and facility call for landscape-
scale solutions*



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BIG RISKS, GOLDEN OPPORTUNITY

The African continent is highly vulnerable to climate related risks such as severe drought and extreme weather, shifting production zones, and ecosystem degradation. But for those who manage these risks well, the potential rewards are huge.

GLOBALIZATION HAS RAISED THE STAKES

According to the World Economic Forum, between 2008 and 2020, consumer products, natural resources, agriculture, and infrastructure in Africa are projected to generate combined revenue of USD 2.6 trillion, or a sustained compound annual growth rate of four percent.

At the same time, improved global transparency, 'big data,' and hyper-connectivity are increasing the risks for companies associated with inaction on sustainability and social issues in Africa.

RISKS ARE ABOUT MORE THAN RESOURCE ACCESS

While climate change, drought, and increasing demand will make access to energy and raw materials more costly, these environmental issues also have wide-ranging social impacts that directly affect business.

As the World Bank's Klaus Deininger notes, risks to company brands, particularly international brands, are exaggerated by the clearing of high conservation value areas, conflicts with local communities, corruption, and poor governance.

50%

**INCREASE IN DEMAND FOR
FOOD AND ENERGY BY 2050**

30%

**INCREASE IN DEMAND FOR
WATER BY 2050**



"Macro sustainability trends are already impacting business and this is likely to increase," Prince's International Sustainability Unit in *MANAGING FUTURE UNCERTAINTY*, 2014.

LANDSCAPE APPROACHES CREATE VALUE FOR ALL STAKEHOLDERS

Strategies for managing these complex risks will necessarily involve insight and collaboration outside the company, in public-private-civil society partnerships (PPCPs).

INCREDIBLE POTENTIAL FOR PARTNERSHIP

Africa has recently seen the emergence of long-term, multi-objective stakeholder-inclusive public-private partnerships, also called integrated landscape initiatives (ILIs), that seek to simultaneously increase production, protect ecosystems, and improve livelihoods. These initiatives offer a new framework for defining the next agricultural green revolution in Africa, one that combines agriculture-based local and national economic development with explicit objectives for environmental conservation and food security.

► However, agribusiness **participation is shockingly low in Africa** compared to other continents.

ONLY 8%
OF AFRICA'S ILIs HAVE
PARTICIPATION FROM IN-
COUNTRY AGRIBUSINESS

COMPARED
TO **25%**
OF ILIs IN ASIA & **22%**
OF ILIs IN LATIN AMERICA

PPCP BENEFITS BY ACTOR

Local Community

- Improved health, nutrition & food security
- Improved livelihood security and resilience
- Improved human development (health, education, welfare)
- Increased agricultural yield and income
- Reduced conflict
- Diversified local economies
- Secure access to water, energy, wild products

Private companies and investors

- Increased profitability
- Reduced risk
- Long-term supply chain sustainability
- Improved community relations

Local, national and regional governments

- Poverty reduction and food security
- Ecosystem services provision
- Expanded agriculture exports
- Infrastructure development
- Private sector investment
- Meet national/international mandates

WELL BEYOND THE FARM

Complex risks affect agribusiness at all levels, from farm and facility to the entire operational area. Responses must operate at all levels.

INCREASING INVOLVEMENT IN SUSTAINABILITY INITIATIVES

Support for farmer certification schemes, such as Unilever's certified tea investments in Kenya, have incentivized good ecological and social management. The African Cocoa Initiative in Cameroon, Cote d'Ivoire, Ghana, and Nigeria focused on increasing productivity and farmer income in cocoa. However, many of these initiatives promote changes at the farm scale and are not easily adapted to the landscape-scale risks that threaten long-term business success, such as cross-sectoral competition for water resources.

- **When risks operate at the scale of whole production areas**, as with most ecosystem services and social risks, a landscape approach to risk reduction and sustainable production is needed.

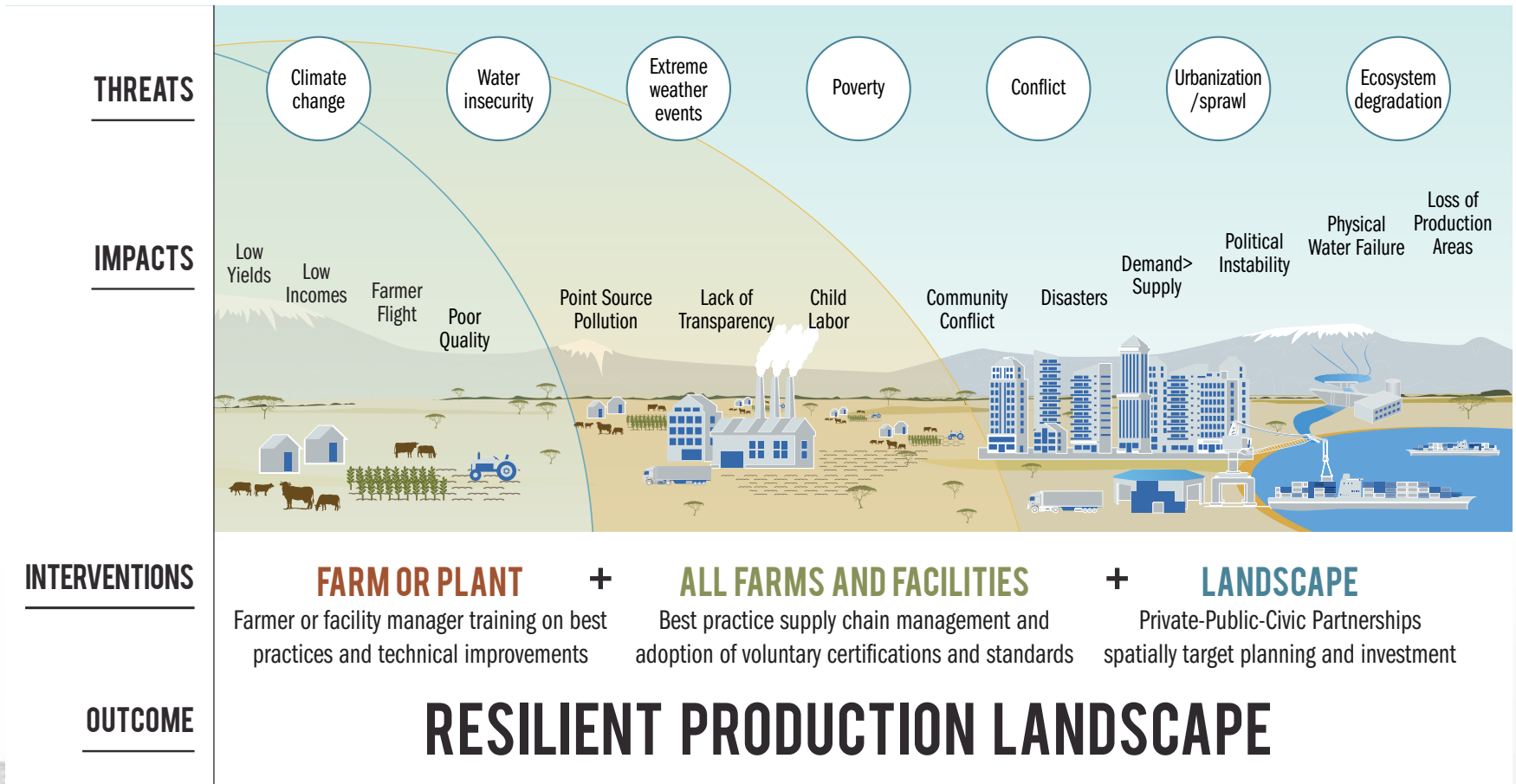
ADDRESSING SHARED RISKS THROUGH COLLECTIVE ACTION

Mitigating these shared risks requires **collective action** at the landscape level to create **shared value**, so on farm solutions alone are inadequate. Using a landscape approach to manage risk may also provide business opportunities and better relations with government. Water is an example of a critical resource that poses major risks to business, and can only be effectively managed at the landscape level.



RISKS REQUIRE RESPONSES AT THE RIGHT LEVEL

Major threats have impacts on the business at multiple scales, and must be addressed through farm, supply chain and landscape interventions.



WHAT'S IN IT FOR AGRIBUSINESS?

The question any responsible business-person needs to ask: Will this help the bottom line? The answer, nearly every time, is YES.

THE VALUE PROPOSITION STARTS WITH THE SCOPE AND SCALE OF RISKS

The value proposition is based on assessment of risks and opportunities, which define the scope and scale of risk to the business. This is followed by assessing options (modes) for investment, informed by enabling conditions (such as key partnerships), policy, and the structure of relevant markets.

COLLABORATION MEANS SHARED COSTS AND ADDED VALUE

Multi-stakeholder collaboration in a landscape makes it possible to **identify shared risks and share costs in addressing these**, improve transparency and credibility, improve relations with landscape stakeholders, including government and communities, protect and enhance a company's reputation and brand identity, and increase opportunities for scaling up sustainability interventions.

BEYOND-THE-BUSINESS THINKING LEADS TO STRATEGIC SOLUTIONS

Partnerships bring experts with other perspectives into the solution planning process. "Tried and true" technical solutions or even the latest best practices are not always the right fit for specific landscape risks. Indeed, locally-tailored actions are often more cost effective, and can have auxiliary benefits that convince others to share costs.

- Sustainability is about viability in the long-term. **But a landscape approach has benefits in the here and now as well:** improved agricultural productivity, water and energy savings, and premiums from eco-certification are all potential bottom line benefits common in landscape approaches.

30 MILLION

**HECTOLITER WATER SUPPLY
BUFFER CREATED BY
SABMILLER LANDSCAPE
APPROACH IN SOUTH AFRICA**



SABMiller breweries require a lot water; water they cannot secure long-term without working with a variety of landscape stakeholders.

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A new paradigm for green growth in production landscapes



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WHAT IS A LANDSCAPE?

A landscape is a social-ecological system that consists of a mosaic of natural and/or human-modified ecosystems, often with a characteristic configuration of topography, vegetation, land use, and settlements that is influenced by the ecological, historical, economic and cultural processes and activities of the area.

EVERY AGRIBUSINESS EXISTS IN A LANDSCAPE

The mix of land cover and use types, their spatial arrangement and its governance contribute to the character and functionality of a landscape, which as a mosaic includes agricultural lands, native vegetation, human settlements and urban areas.

Landscape boundaries may be discrete, fuzzy or nested, and may correspond to watershed boundaries and/or jurisdictional and administrative boundaries, or cross-cut them. Thus, a landscape may encompass an area from hundreds to tens of thousands of square kilometers.

Agribusinesses are major drivers of socio-ecological change in landscapes: they draw resources from the landscape, including land, soil, water, air and sun, plus biomass, labor, and more; they create waste and pollutants; they create wealth and value; they contribute to, or undermine, the welfare of the human and animal inhabitants of the landscape.

- **Agribusinesses are dependent on the health and welfare** of the landscapes they operate in for success.

60%

OF SUB-SAHARAN AFRICA'S POPULATION EARNS A LIVING FROM AGRIBUSINESS

65%

OF AFRICA'S GREENHOUSE GAS EMISSIONS COME FROM POOR AGRICULTURAL PRACTICES AND DEFORESTATION.



Since we are all in the same boat, better to make sure we are all paddling in the same direction.

WHAT IS A LANDSCAPE APPROACH?

A landscape approach involves long-term collaboration among agribusinesses and other stakeholders to address shared risks and opportunities.

PARTICIPATORY, INCLUSIVE RESOURCE MANAGEMENT

Many supply chain initiatives have successfully imported best management practices at the production level, primarily through adoption of farmer field schools, certifications and standards. While these systems offer a critical means of providing companies with performance metrics to improve social and environmental management, their application is limited to farm level. Risks in the landscape require companies to work with a broader set of actors. The company, the government, the conservation NGO, the local farmers' organization, women's groups and indigenous peoples: **no one can do it alone.**

LANDSCAPE APPROACHES REQUIRE

- ▶ **Identifying risks** to the business that exist beyond the farm scale.
- ▶ **Building partnerships** based on trust that support shared decision making.
- ▶ **Pursuing collaborative action** (e.g. negotiation) to achieve multiple objectives.

BUSINESS-AS-USUAL

Traditional agriculture and land use investing

- ▶ Sectors plan independently from one another
- ▶ Unclear or ad-hoc processes for identifying investment sites
- ▶ Unclear or ad-hoc processes for screening investments for environmental and social impact
- ▶ Few formal mechanisms to ensure communities benefit from outside investment

VERSUS

INTEGRATED LANDSCAPE APPROACH

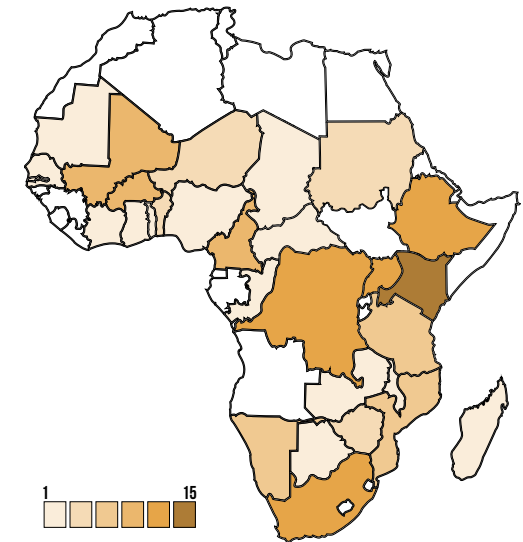
Agriculture green growth investing

- ▶ Integrated planning of land, water, and investments
- ▶ Participatory, informed land-use planning guides selection of investment sites.
- ▶ Clear, public screening process ensures investments meet highest standards for environmental and social impact
- ▶ Formal processes are established and enforced

WHO IS PARTICIPATING?

A wide variety of agribusinesses, governments, NGOs, farmer groups, women's and indigenous groups, and research organizations are already engaged in landscape initiatives across Africa. Each one has a valuable role to play contributing to such initiatives.

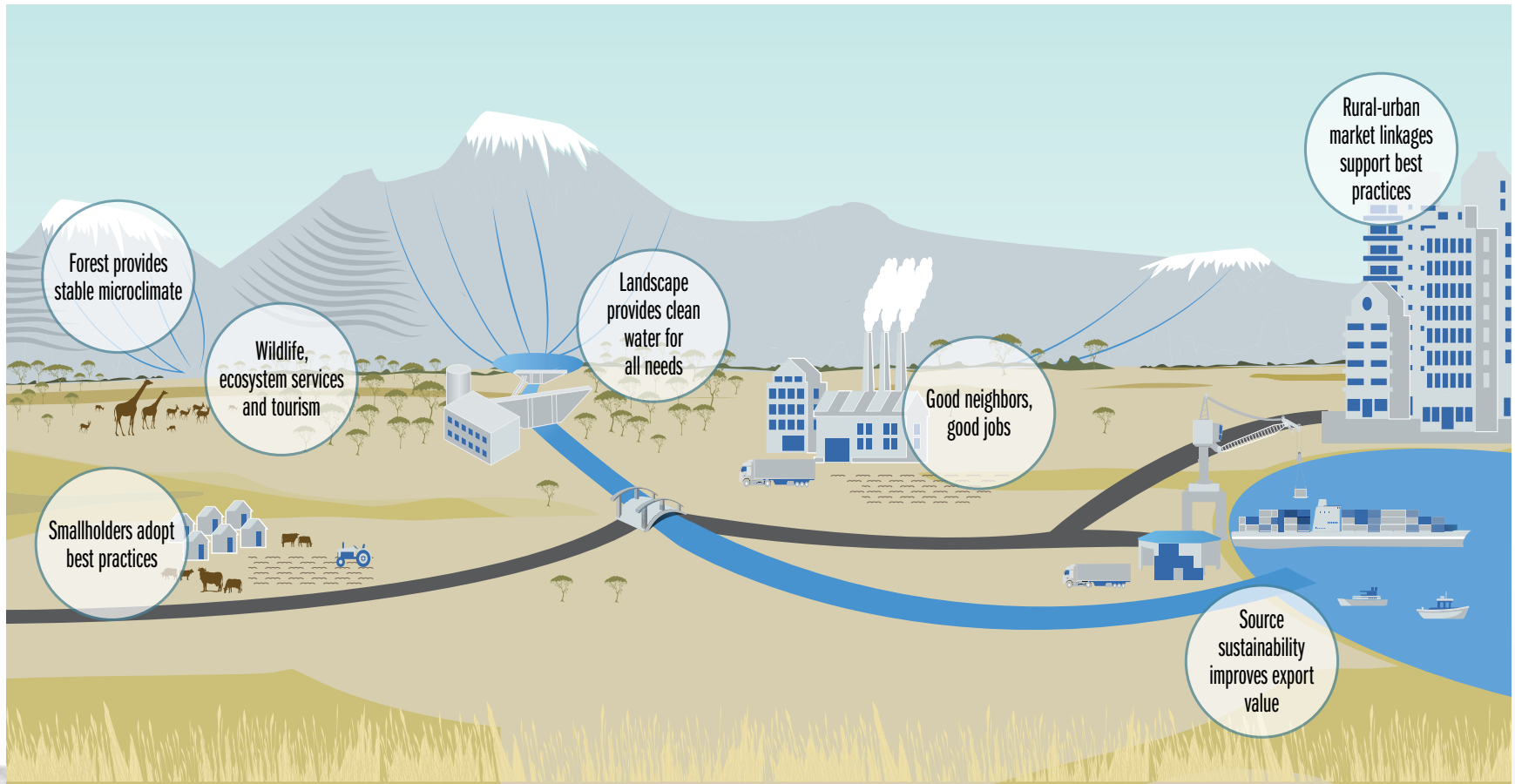
- ▶ **Business:** Businesses offer a pragmatic approach to sustainable development programming while leveraging new financial resources for asset investments that provide both financial and social and environmentally positive returns.
- ▶ **Governments:** Governments have an important role to play in facilitating public-private-civic partnerships in response to poverty, the degradation of public resources (e.g. forests and rivers), and opportunities to promote sustainable and inclusive growth.
- ▶ **Civil Society:** Conservation and development NGOs play an important role in establishing and facilitating landscape initiatives with community-based organizations and governments to protect wildlife and combat poverty and hunger using ecosystem or community-based approaches. NGOs offer technical skills in spatial mapping and community engagement in particular.
- ▶ **Farmer organizations and local stakeholders:** Local knowledge, traditional land-use systems, and inclusion of minorities or marginalized groups—including women, youth, indigenous peoples, and mobile communities—in resource management are critical to designing and sustaining green growth strategies.
- ▶ **Academic and Research institutions:** While not typically leading landscape initiatives, these institutions serve as important partners for guiding evidence based decision-making. Locally based academic institutions also offer valuable skills and resources in agricultural extension and participatory research.



THE LANDSCAPES FOR PEOPLE, FOOD AND NATURE INITIATIVE IDENTIFIED AND SURVEYED 87 INTEGRATED LANDSCAPE INITIATIVES ACROSS AFRICA TO DETERMINE WHO WAS PARTICIPATING, WHY, AND WHAT THEY WERE ACHIEVING.

LANDSCAPE APPROACHES SUPPORT AG GREEN GROWTH

The interactions between ecological, social and economic features in a landscape need to be planned and managed jointly to maximize benefits for all stakeholders.



CASE STUDIES

Stories of how landscape approaches are helping agribusiness in Africa

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SABMILLER AND THE WATER FUTURES PARTNERSHIP

The world's second largest brewer found it needed landscape approaches to secure water and its reputation in South Africa, and around the world.

WATER RISK ASSESSMENT POINTED TO NEED FOR LANDSCAPE APPROACH

The company faced operational, reputational and regulatory risks to the business based on water quantity and quality concerns, including risks to its agricultural supply chain from water scarcity. They determined that the most appropriate scale to address shared risk was with local communities, governments, stakeholders and businesses involved in the water catchments and ecosystems.

LOOKING BEYOND THE BREWERY

The company looked “beyond the breweries” to the landscape and communities it operates in to identify shared responsibilities and to craft shared solutions. Specifically, they focused on establishing a farmer-led water user initiative and a groundwater monitoring process and working with municipalities to improve water treatment facilities.

AVOIDED COSTS OUTWEIGH REQUIRED INVESTMENT

Water scarcity for its hops suppliers could increase production costs at least \$700,000 per year. This was roughly SABMiller's cost for collaborative action. However, by mitigating this risk, SABMiller also contributed to the creation of 50 jobs, benefitting 900 people in a region faced with high unemployment. This created reputational benefits and helped SABMiller nurture a local workforce that it depends on for more skilled labor in hop cultivation. The intervention also promoted local ecosystem resilience.

98.3%

OF SABMILLER'S WATER FOOTPRINT IS IN THE PRODUCTION OF BARLEY, MAIZE AND HOPS

\$700,000/YR

IN AVOIDED COSTS, PLUS SOCIAL AND ECOLOGICAL BENEFITS, THROUGH INVESTMENT IN INVASIVE TREE REMOVAL

“Forward-looking companies must assess the risks of mismanaging this resource nexus, learn to partner outside their comfort zone, and integrate resource-saving initiatives into their long-term business plans.”

— Andy Wales, Global Head of Sustainable Development, SABMiller

OLAM INTERNATIONAL AND COCOA SMALLHOLDERS

Facing major climate-related risks to its cocoa operations in Ghana, Olam built resilience through partnership with Rainforest Alliance, the Ghanaian Ministry of Forestry, and local communities.

REGULAR PRODUCER SUPPORT NOT ENOUGH TO ADDRESS CLIMATE RISK

Shifting weather patterns, rising temperatures, increased plant disease, and other drivers were affecting smallholder farmers' ability to dependably supply Olam with quality cocoa. Low yields contributed to increased deforestation for agricultural expansion.

PARTNERING WITH RAINFOREST ALLIANCE, WORKING WITH COMMUNITIES

The partnership has been instrumental in training cocoa farmers for certification under the Sustainable Agriculture Network standard, including the additional climate module. Farmer incomes increased from improved cocoa production, intercropping and premium payments. A cost effective model was developed to measure carbon captured from tree planting on smallholder farms, and Olam and Rainforest Alliance worked with the Forestry Commission to register trees planted by farmers so that their ownership could be recognized.

PILOT PROGRAM PROVIDES CLEAR LESSONS, AND STRONG PARTNERSHIPS

Taking a landscape approach to its regional sourcing has helped Olam tackle key operational risks, through new multi-stakeholder partnerships that contribute to the resilience of its farmers and operations. Lessons learned from this pilot contribute to improved efficiencies for the approach and its application in a new collaboration with Rainforest Alliance in Indonesia.

80,000 MT

OF COCOA PER YEAR SOURCED
BY OLAM FROM GHANA

\$2.4 MILLION

WORTH OF CERTIFIED COCOA
BEAN SOLD FROM PROJECT
AREA IN 2012

“At Olam we have sought to demonstrate our understanding of how the many different impact areas in a landscape interconnect, heightening both risk and opportunity.”

— Sunny Verghese, CEO, Olam

IMARISHA NAIVASHA WATERSHED MANAGEMENT

This biologically rich lake basin in Kenya is home to many competing interests. Water, regulatory, and reputational risks can only be overcome with a multi-stakeholder landscape approach.

DROUGHT CRISIS DEMONSTRATES NEED FOR HOLISTIC APPROACH

In 2009, a major drought caused lake and river levels to recede to dangerous levels, devastating the fishing industry, causing livestock deaths, and causing community relations problems for horticulture operations using large quantities of water. In response, the Government of Kenya along with companies like Finlays and civil society groups like WWF, set up Imarisha Naivasha to oversee and coordinate resource development in the basin, including monitoring compliance with laws and regulations.

PLATFORM PROVIDES COST-SHARING FOR BUSINESS RISK ASSESSMENT

For businesses in the basin, the scale and complexity of interrelated risks from climate change, water scarcity, regulation, and community relations has made it very difficult to assess business risks accurately and develop long-term strategies to address them. Imarisha Naivasha brings together experts and resources to provide comprehensive risk assessments that make basin companies more attractive to investors. Guided by these assessments, joint investments are made by initiative partners.

- ▶ Risk assessment was the first step toward collaborative action to address shared risks. It led to the production of Imarisha Naivasha's **Sustainable Development Action Plan**, which provides a roadmap for sustainable investment in the landscape.

9%

OF KENYA'S TOTAL FOREIGN EXCHANGE GENERATED BY CUT FLOWER EXPORTS FROM LAKE NAIVASHA

\$95 MILLION

CONTRIBUTION OF LAKE NAIVASHA VEGETABLES TO THE KENYAN ECONOMY PER YEAR



Lake Naivasha is also designated a RAMSAR site, with globally important wetland habitat.

MONDI, WWF AND WATER STEWARDSHIP

In South Africa, water demand is expected to rise by about 50% within the next 30 years while the supply and quality of water is sharply declining.

NEW GENERATION PLANTATIONS FOR RESILIENT PRODUCTION LANDSCAPES

The global packaging and paper company, **Mondi**, has been participating in the **New Generation Plantations** (NGP) platform to promote water stewardship at the landscape scale. NGPs are well-designed and managed, inclusive and profitable plantations that contribute positively to people and nature.

Through its black economic empowerment partnership, **SiyaQhubeka Forests (SQF)**, Mondi worked with the relevant authorities to identify and restore critical wetlands in one of South Africa's most important estuaries, the **iSimangaliso Wetland Park**, a world heritage site on the north-east coast of South Africa. In the process of acquiring government plantations, Mondi-SQF was acutely aware that significant areas of poorly placed commercial pine plantations had a negative impact on the water resource feeding parts of Lake St Lucia and were a longstanding source of dispute among government foresters, environmentalists and local people. Working closely with park authorities, specialists and local stakeholders, Mondi-SQF, iSimangaliso and government agreed to identify and map critical wetland areas to guide the reconfiguration of the plantations. 9000ha of commercial pine plantations were given to the iSimangaliso Wetland Park for restoration back to natural habitat. Mondi-SQF ensures that wetlands on its remaining plantations are now well-managed to compliment the improved water resource flowing from restored wetlands into the St Lucia estuary.

These investments demonstrate to Mondi that it makes good business sense to be part of the solution to key issues such as water resource management. In the process, Mondi is building the case for a **new generation model** for resilient production activities at the landscape scale. Visit bit.ly/NGPlant for more.

9000

HECTARES OF PINE PLANTATION THAT HAS BEEN RESTORED TO NATURAL HABITAT AS PART OF A SPATIAL PLANNING AGREEMENT.

In the **uMngeni river basin** on the eastern seaboard of South Africa, the **WWF Mondi Wetlands Programme** (a component of the WWF-Mondi global partnership) is working to address critical threats to the basin's water resources. The WWF Mondi Wetlands Programme is implementing a **Resilient Landscape Approach** (RLA) to engage stakeholders on water stewardship. This RLA involves the forestry, dairy and sugar sectors and their value chains including manufacturers, retailers, banks and insurance companies. Water companies, local government and local communities are other key stakeholders involved in the process.



Mondi's Mount Gilboa Nature Reserve at the headwaters of the uMngeni River basin.

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Operationalizing a multi-stakeholder landscape approach



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MODES OF ENGAGEMENT

As the Case Studies demonstrated, there are a variety of ways for companies to begin engaging in multi-stakeholder landscape approaches. Landscape context and business size and capacity are key considerations.

THREE MAIN MODES FOR ENGAGEMENT IN LANDSCAPE APPROACHES

1. Companies introduce landscape approaches through their own supply chain interventions.
2. Company interventions at the producer level bring in landscape approach elements.
3. Companies join multi-stakeholder platforms already operating in the landscape or expand a near-by platform to their landscape by joining.

“My training and experiences have helped me to understand landscapes dynamics and encouraged me to champion an integrated approach within the Lake Naivasha basin to guarantee sustainable social-economic development and environment.”

— Kamau Mbogo, Program Manager,
Imarisha Naivasha

5 STEPS OF MULTI-STAKEHOLDER LANDSCAPE MANAGEMENT



UNDERSTANDING LANDSCAPE RISKS AND OPPORTUNITIES



*You can't create a solution if you don't know the problem.
Identify, measure and map it.*

LANDSCAPE ASSESSMENT IS A GREAT PLACE TO START

Developing a shared, and mutually agreeable, understanding among stakeholders about factors threatening and/or causing deterioration of natural resources in an agri-commodity production area is an important pre-requisite to selecting joint interventions. Shared understanding can be built by gathering information on the landscape from two general sources: expert input and stakeholder perceptions.

STRUGGLING TO GET STARTED? TOOLS CAN HELP.

Many business-focused tools are aimed at helping companies make accurate, quantitative assessments of risks and opportunities at a landscape scale.

► Two sample tools are highlighted in the box at right

Each tool was developed as part of NGO-corporate partnership and piloted as part of the development of an early-stage landscape approach.

► Browse a comprehensive tool library, with resources from a variety organizations, geared towards a landscape approach, at

peoplefoodandnature.org/learning-network/find-tools/



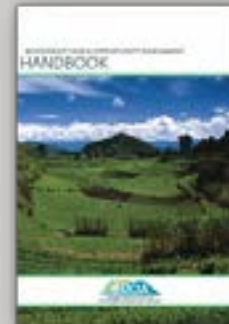
CESR

CORPORATE ECOSYSTEM SERVICES REVIEW

Designed to help business managers develop strategies to address risks and opportunities arising from a company's impact and dependence on ecosystem services. Five-

step process presented in a handbook and also includes a structured sequence of questions and an Excel spreadsheet. It has been used by over 300 companies including Lafarge, Cemex, Mondy, and Syngenta.

Download at: bit.ly/CESR_Tool



BROA

BIODIVERSITY RISK & OPPORTUNITY ASSESSMENT

Designed to identify the impacts and dependencies of business operations on biodiversity using a landscape approach. It consists of a handbook and checklists that guide stakeholder

engagement, field-based assessments, and prioritization of risks and opportunities.

Download at: bit.ly/BROA_Tool

BUILDING LONG-TERM LANDSCAPE COALITIONS



Sustainable production/sourcing areas will require new place-based coalitions for collaborative action.

WORKING TOGETHER BEYOND SECTOR BOUNDARIES

With a focus on drivers of unsustainable land use change and key risks to local stakeholders, landscape approaches require cross-sectoral engagement and solutions, not typical to supply-chain approaches which tend to focus on sector transformation. Collectively, businesses can better engage government to advocate for an improved enabling environment at the local or national level to support multiple objectives (e.g. agricultural intensification and decreased deforestation).

BENEFITS OF PARTNERSHIP GO BEYOND RISK MITIGATION

Managing for more resilient landscapes and supply chains requires a long-term commitment among stakeholders. The costs and benefits of long-term partnerships must be clearly articulated to all parties. In addition to **risk mitigation** (i.e. avoided costs), business participation in long-term place-based partnerships can provide opportunities for **sharing costs** and **joint resource mobilization** (e.g. blending public and private finance), **cost savings** (e.g. efficiency through coordination, physical efficiencies like cleaner water lowering filtration costs) and **market differentiation** (i.e. being seen as a front-runner).

THE POWER OF FACILITATION

THIRD PARTIES CAN HELP GUIDE PARTNERSHIPS

Neutral, knowledgeable, professional, empowered and trusted by all stakeholders Good facilitators establish ground rules for dialogue to ensure equal and honest participation by all stakeholders. Landscape facilitation requires additional skill sets related to spatial planning and a focus on multi-objective outcomes.

A BUSINESS-SPECIFIC EXAMPLE

The Initiative for Sustainable Landscapes (ISLA)



This 20M Euro program of the Dutch government and Sustainable Trade Initiative has assigned a **full-time convener** to each project landscape to help form local public-private-civic coalitions for long-term landscape governance. bit.ly/islaprgm

CREATING A COMMON VISION THROUGH SPATIAL PLANNING



Looking explicitly at the spatial configuration of interventions helps maximize synergies and reduce tradeoffs.

TARGET INTERVENTIONS IN TIME AND SPACE

In comparison with traditional value-chain interventions, landscape approaches take a spatially-explicit view of risk assessment and investment planning. Landscape approaches target interventions based on an understanding of how stakeholder actions affect outcomes over time and space. Spatial planning processes are not always intuitive to businesses or community members, but a few key tools can help.

KEEP PLANNING ON TRACK WITH MAPS

Following a Green Growth planning workshop in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), Dr. John Recha of the Environmental Management Center for Sustainable Development (based in Nairobi, Kenya), noted, **“Maps were also an essential tool in the green growth planning.** People are not used to working with maps, traditionally used by road engineers and land surveyors. That was a new idea and something that enabled us to demonstrate where there were opportunities for collaboration and co-investment.”

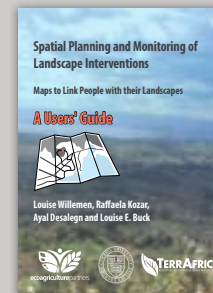


SNV SITING TOOL

IDENTIFY AREAS SUITABLE FOR SUSTAINABLE AGRICULTURAL EXPANSION

The Siting Tool is used to develop pathways to Green Growth by balancing needs for (agricultural) development within conservation objectives. By combining biophysical suitability maps for selected crops with plots of high conservation value areas, the tool is used to create a zoning of the landscape and visualize risk zones for agricultural expansion of specific commodities.

Download at: bit.ly/SNV_Siting



USER'S GUIDE

SPATIAL PLANNING AND MONITORING OF LANDSCAPE INTERVENTIONS

The spatial planning and monitoring guide builds upon available spatial information - maps - to advance

understanding about ways landscape interventions can be located. The guide advises stakeholders on how to collect and create maps from available sources and use them to specify areas where improved landscape benefits are desired and interventions should be planned and monitored.

Download at: bit.ly/SPusersguide

FINANCING LANDSCAPE APPROACHES

The financial landscape for integrated, multi-objective projects in agricultural development is shifting rapidly, opening new avenues for investments in landscape approaches. Distinguishing between asset and enabling investments helps establish appropriate expectations.

AGRIBUSINESS SHOULD PAY THEIR WAY

Platforms for multi-stakeholder governance, at the very least, require leadership, staff time and the cost of coffee, snacks and meeting space. More formal or more diverse platforms may require a full-time coordinator or permanent secretariat. These **enabling investments** are increasingly paving the way for improved access to **asset investments** looking for low risk development scenarios.

- ▶ A well-functioning landscape governance platform is increasingly a **clear signal to investors** that agribusiness investments will have lower risk profiles than those in areas where multi-stakeholder governance is not present.

\$70 MILLION

MORINGA (FIRST CLOSE), FUND FOR INVESTMENT IN DIRECT EQUITY AND QUASI-EQUITY INVESTMENTS IN PORTFOLIO COMPANIES

FIND FUND DETAILS

MORE INFORMATION ABOUT INVESTMENT AND FINANCING VEHICLES OF PARTICULAR INTEREST TO COMPANIES CONSIDERING ENGAGING IN LANDSCAPE APPROACHES CAN BE FOUND IN **FINANCING STRATEGIES FOR INTEGRATED LANDSCAPE INVESTMENT** AT BIT.LY/FINANCINGILI



MARKET MECHANISMS THAT SUPPORT INTEGRATED LANDSCAPES

Front-running companies are working in partnership with government and civil society to shape and create markets that reward sustainable producers and promote the multiple objectives of integrated landscape management.

MANY DIFFERENT INSTRUMENTS TO PLAY

Businesses, working with landscape managers seeking to change the underlying financial incentives of stakeholders, have a variety of innovations to choose from. These include **voluntary sustainability standards** like third party certification, internal supply standards, and **landscape labeling**.

Secondary markets for **non-timber forest products** such as mushrooms, honey, and medicinal plants offer viable models for small-and medium-sized enterprises that support alternative livelihoods and agro-biodiversity. **Ecosystem service payments** are being developed for farmer or community stewardship of watershed services, wildlife habitat, conservation easements or carbon sequestration. New financing instruments encourage environmental stewardship through **short-term credits**, **impact investments** or **subsidies**.

80%

OF RECENTLY SURVEYED
LANDSCAPE INITIATIVES
IN AFRICA REPORTED
IMPROVED STAKEHOLDER
COORDINATION



CONCLUSIONS

Considerations and Next Steps



Landscapes for
People, Food and Nature

Introduction

WHY. Increasing risks beyond the farm and facility call for landscape-scale solutions

WHO and WHAT. A new paradigm of green growth in production landscapes

CASE STUDIES. Stories of how landscape approaches are helping agribusiness in Africa

HOW. Operationalizing a multi-stakeholder landscape approach

Conclusions

MEASURE, MANAGE AND MITIGATE PRODUCTION LANDSCAPE RISKS

- ▶ When sourcing area sustainability is a priority, focus beyond the level of individual production units is required. For instance, watershed health, biodiversity conservation, land and resource tenure, and many other factors can strongly influence the social, economic and environmental sustainability of sourcing areas. Companies are piloting ideas in order to better assess/quantify landscape and sourcing area risks, and thus generate information to better inform on-going business decisions and interventions.

INCORPORATE LANDSCAPE RISKS INTO YOUR BUSINESS PLAN

- ▶ Landscape risks, and the investments required to mitigate need to be a central part of business plans, across all levels of the business. Interventions to reduce water, climate and community risks and build sustainable sourcing areas, require long-term investment and are most successful with strong internal commitment at all levels. Encourage suppliers and purchasers, including small-and-medium sized enterprises to adopt “best” practices through the supply chain. Companies, in partnership with NGOs and other experts should innovate and lead the development of new market and financial mechanisms to support ILM and best practices on the ground.

USE PARTNERSHIPS TO MITIGATE RISKS

- ▶ Partnerships provide the means to craft collective approaches to risks shared by business, other resource users or actors in a sourcing area, ecosystems and governments, and also leverage resources, technical skills and capacity that businesses often do not have on their own. No one actor can address key risks alone, and forever, long-term collaborative partnerships must be built and sustained in sourcing areas.

CONSIDER LANDSCAPE APPROACHES A NEW OPPORTUNITY

- ▶ Landscape approaches present an opportunity to increase both the efficiency and effectiveness of sustainable sourcing. Companies applying a landscape approach can more easily focus their range of investments and interventions for synergistic effect in key sourcing areas. Landscape approaches present opportunities to make smarter investments and hedge multiple risks, often based on information sharing as a starting point for better-informed decisions, monitoring platforms, and orchestrated interventions.

The **Business Engagement Working Group** of the Landscapes for People, Food and Nature Initiative (with members from leading institutions focused on the nexus of biodiversity conservation, agricultural production and trade) seeks to expand the potential for this innovative approach to agribusiness sustainability, test the concept with key commodities or sourcing regions, and identify new partnerships. Visit bit.ly/lpfnbwg for more information.

CREDITS

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**Landscapes for
People, Food and Nature**

THE LANDSCAPE APPROACH FOR SUSTAINABILITY IN AFRICAN AGRIBUSINESS

*Partnerships that support excellent companies,
communities, and ecosystems*



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