Business for Sustainable Landscapes

An action agenda for sustainable development

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About the Organizers

EcoAgriculture Partners

EcoAgriculture Partners is a mission-driven non-profit organization that advances the practice of integrated landscape management and the policies to support it, inspired by a vision of a world where agricultural communities manage their landscapes through democratic and inclusive processes of decision-making to simultaneously enhance rural livelihoods, conserve biodiversity and ecosystem services, and sustainably produce crops, livestock, fish, and fiber. From critical analysis of policies, markets, governance and land-use practices, EcoAgriculture generates innovative research, tools and methodologies that help landscape managers and policymakers create and sustain integrated agricultural landscapes worldwide. EcoAgriculture Partners serves as the global secretariat for the Landscapes for People, Food and Nature Initiative.

Sustainable Agriculture Initiative Platform

The Sustainable Agriculture Initiative (SAI) Platform is the primary global food and drink value chain initiative for sustainable agriculture. A non-profit organization founded in 2002 by Nestlé, Unilever, and Danone, it today counts more than 90 members dedicated to sharing, at the precompetitive level, knowledge and best practices to support the development and implementation of sustainable agriculture practices involving stakeholders throughout the food value chain.

Sustainable Food Lab

The Sustainable Food Lab is a consortium of business and nonprofit organizations with a mission to accelerate the shift of sustainable food from niche to mainstream. The Sustainable Food Lab supports the design and management of pre-competitive collaborations, provides direct consulting support to many food and beverage companies, and nurtures system leadership via a partnership with colleagues at the MIT Sloan School of Management. Collaborative projects span many farming systems and geographies, from climate resilience in West Africa to soil-building rotations in the US Corn Belt, from the Sustainable Vanilla Initiative with all Madagascar industry players to the Cool Farm Alliance. Food Lab staff support change initiatives with organizations that range from Danone to Ben and Jerrys, from PepsiCo to the Rockefeller Foundation.

IUCN SUSTAIN-Africa

The International Union for Conservation of Nature (IUCN) is a membership Union uniquely composed of both government and civil society organisations, which aims to provide knowledge and tools that enable human progress, economic development and nature conservation to take place together. SUSTAIN-Africa is an IUCN-led initiative to implement the Sustainable Development Goals in African growth corridors. The aim is to facilitate greening of growth that is inclusive and climate-resilient. SUSTAIN-Africa works at the local, national, and continental levels, linking practice on the ground to policy change. SUSTAIN integrates water, land, and ecosystem management with sustainable business to demonstrate inclusive green growth using the landscape approach.

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Table of Contents

5 Policy to enable business collaboration in landscape partnerships

p. 43

6 The Action Agenda

p. 49

Resources

p. 58

Figures

Preface

Businesses that depend on natural resources face important ecological, climate, and social challenges where they operate, and in their sourcing regions. Such businesses are also being called upon to minimize their negative impacts on ecosystems and commit more fully to resource stewardship and social responsibility. Where site-level and supply-level management, certification, and other strategies are not deemed sufficient, a growing number of leading companies have begun to engage in "landscape partnerships" with NGOs, governments, farmer organizations, and other businesses or sectoral actors. Landscape partnerships require new planning methods and investments, and place additional demands on business managers. They may also require existing landscape partnerships to develop new ways of working.

In response to interest from partners in the Landscapes for People, Food and Nature Initiative, EcoAgriculture Partners created the Business for Sustainable Landscapes project to assess experience, opportunities, and gaps associated with landscape partnerships and develop an Action Plan to strengthen business participation and contribution to such partnerships. Under the leadership of EcoAgriculture Partners, IUCN's SUSTAIN-Africa Programme, SAI Platform, and Sustainable Food Lab, the initiative catalyzed input from 40 companies and organizations that are working to advance landscape partnerships.

This Action Agenda is the result of an 18-month engagement with these organizations. It outlines the status quo of business participation in landscape partnerships and provides recommendations for improving the quality of business engagement and scaling up landscape partnerships for sustainable development.

We, and the members of the Landscapes for People, Food and Nature Initiative, are committed to moving this Action Agenda forward. But concerted effort and collaboration from all sectors of society is needed for a global shift towards collaborative planning and management of natural resources.

We invite you to join us in making landscape partnerships a key mechanism for achieving the Sustainable Development Goals.

Business for Sustainable Landscapes Organizing Committee

Sara J. Scherr, President and CEO, EcoAgriculture Partners
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Executive Summary

Public, private and civic groups are partnering for sustainable landscapes.

Public-private-civic partnerships for integrated landscape management (ILM) are emerging to address natural resource degradation, competition, and conflict—major impediments to economic growth, social well-being, and environmental stability around the world. Where resource challenges are inter-dependent across sectors, stakeholders are finding they cannot be addressed effectively through conventional tools of government regulation, business supply chain sustainability initiatives or community management. In response, landscape partnerships are becoming a key strategy to achieve food and water security and other Sustainable Development Goals at sub-national scales, and to meet commitments like the Bonn Challenge, the Aichi biodiversity targets, the Paris Climate Agreement, land degradation neutrality, the Consumer Goods Forum sustainable sourcing goals, and the New York Declaration on Forests.

To achieve these critical sustainability goals globally will require a sharp increase in the total number of these partnerships, and in the rate and quality of business participation. In most productive landscapes, small and large businesses have a major impact on natural resource use and management, so landscape-wide goals are difficult to achieve without their action. Yet, out of 428 multi-stakeholder landscape partnerships documented around the world in studies conducted between 2013 to 2015, only a quarter involved private companies.

This report draws widely from the diverse experience of landscape partnerships to analyze the challenges and opportunities for businesses and their partners. And it lays out critical actions needed by businesses themselves, and by financial institutions, governments and landscape programs, to improve the effectiveness of landscape partnerships and replicate the approach in many more places.

There is a strong business rationale for engaging in landscape partnerships.

Landscape partnerships are commonly championed by those who have a direct and long-term stake and resource stewardship responsibilities in a landscape, such as farming communities, NGOs and governments. Agribusiness, food industry and other resource-dependent companies participate in these partnerships in response to corporate sustainability commitments, and to the growing local business risks of natural resource degradation, climate change, and community relations in their operations and sourcing regions. Businesses with fixed assets in an area, or those that must secure a critical supply of a resource that cannot easily be sourced elsewhere, especially benefit from such partnerships. Collaborative landscape approaches align stakeholders in a particular place to resolve complex issues such as water scarcity, biodiversity decline, deforestation, or farmer adaptation to climate change—because these challenges cannot be successfully resolved by actors working alone or through farm or supply chain interventions.

Their interest reflects a growing recognition that long-term business success is tied to healthy communities and ecosystems. Initiatives for landscape restoration, deforestation-free sourcing, jurisdictional REDD+, climate-smart agriculture, watershed management, and natural capital accounting have offered entry points for mutually beneficial public-private-civic cooperation. Businesses that participate appreciate the opportunity for sharing or saving costs, resource mobilization, market differentiation, joint policy advocacy, value creation, risk reduction, or strengthening of local relationships.

Even where there is a strong business imperative, major hurdles exist.

Landscape partnerships can be complex. They involve collaborative governance with multiple stakeholders; bring together social, environmental and economic dimensions; and call for land uses that generate not only economic production but other values as well. There can be high transaction costs, and tangible results may take some time to materialize. Implementation requires new planning methods and investments, and puts new demands on business managers. The short-term business case for these partnerships, and an appropriate role for the business, may remain unclear. Businesses and landscape conveners often lack adequate skills to facilitate landscape partnerships when business interests are strong, or the appropriate knowledge and tools to design effective interventions.

Financing for investments is often narrowly defined and uncoordinated, and there is a mismatch in terms of the timing and scale required. Available landscape metrics and monitoring systems are focused on narrowly defined dimensions of sustainability. Public policies often ignore or create barriers for landscape action, especially business participation, and sectoral agencies are not aligned.

A targeted and ambitious action agenda is needed to scale up benefits.

Businesses: Prepare to engage in effective landscape partnerships.

Businesses need to look beyond their fence lines. Those dependent on sustainable natural resources should invest in analyzing, in specific sourcing regions, the business benefits and trade-offs of engaging in landscape partnerships. These insights can then be used to evaluate how engaging could be an effective strategy to meet commitments to environmental and social standards, and seize new opportunities. Company staff need to become skilled landscape collaborators. In implementing commitments to sustainable landscapes, companies may need to engage more directly with smallholder farmers and small and medium-sized enterprises in their supply chains. Business associations should help their members more systematically, and high-profile business people with experience must share more widely what they have learned.

Financiers: Accelerate innovation for coordinated landscape investment.

Financial instruments are needed that meet the needs of landscape investments that have components in multiple sectors, and involve institutional and spatial coordination among actors.. Innovations should advance opportunities for blended private-public-civic finance for investments prioritized in landscape action plans, and for local farmers and resource managers to access capital. Incubators are needed to help design profitable investments with strong landscape benefits. Landscape partnerships themselves need to develop coordinated financing strategies for their action plans. The limited available grant funding should emphasize enabling investments (in institutions, policy, market innovations, capacity building); mechanisms to catalyze private investment, and seed funding for agreed innovations. Organized efforts are needed to build a landscape finance community of practice and to make financial institutions aware of investment opportunities related to landscape partnerships.

Governments: Integrate landscape strategies with business in national and sub-national policy.

Effective business engagement in landscape partnerships requires stronger enabling public policy. It is essential for policymakers in all sectors and levels to better understand the economic, ecological and social interconnections in the landscape, and the potential benefits from multi-stakeholder landscape partnerships. Governments should convene public-private-civil society dialogues to embed sustainable landscape strategies into government plans for inclusive growth, economic transformation and rural employment. Landscape frameworks should be incorporated into national policies to meet international sustainability commitments around the SDGs and nationally-determined commitments to the Paris Accord. At the operational level, governments need to make explicit policies facilitating equitable landscape partnerships and develop more effective modes for inter-agency coordination. Policymakers should invest in their own learning communities to share experience about policy instruments that work.

Landscape Programs: Enhance tools and services to address business challenges in landscape partnerships.

Integrated landscape management programs of NGOs, multilateral institutions and others should build the institutions, tools and capacity-strengthening services needed by businesses and their partners to support sustainable sourcing. They should also support strong leadership by farmer and community organizations in ILM, including in negotiations and partnership development with private companies. To reach scale, leading organizations should invest in national, regional and international networks of landscape partnerships. These should support knowledge-sharing, finance and governance support, and provide catalytic funding to mobilize private, public and civic investment. A collaborative initiative should be established to advance the science and practice of methods and tools to credibly assess landscape partnerships and improve landscape outcome metrics.

Action Agenda, *briefly*

Business leaders: Prepare to engage in effective landscape partnerships

- Get informed and analyze your business case
- Consider landscape strategies to meet commitments and seize new opportunities
- Become skilled landscape collaborators
- Connect with the smaller businesses in your supply chain
- Share what you learn

Financiers: Accelerate innovation for coordinated landscape investment

- Develop a landscape financing strategy
- Get creative in blending finance
- Heat up the incubators
- Ensure finance reaches the farmers and resource managers
- Leverage the grant funds
- Socialize innovations among peer institutions

Governments: Incorporate landscape partnership strategies into national and sub-national policies

- Link landscapes to sustainable economies
- Meet international commitments through ILM
- Get the rules right
- Coordinate and collaborate across government
- Learn from fellow policymakers

Landscape Programs: Enhance tools and services to address business challenges

- Invest in networks to get to scale
- Provide guidance resources for businesses
- Strengthen farmer and community leadership
- Make metrics that matter

11

Harvesting celery in the Salinas Valley of California. The highly productive landscape is endangered by increasing salinity, flooding and drought.

Photo by Dan Long

1 Developing landscape partnerships to achieve sustainable development

Businesses around the world, large and small, face growing social and ecological challenges, including resource scarcity, unstable climate, and stakeholder conflicts, that require solutions beyond a company's traditional sphere of control. To address these challenges, many businesses have begun to engage in collaborative partnerships to protect or enhance their business interests.

At the same time, public institutions and civil society organizations are finding that government regulation and public/civic investments are inadequate, even in advanced economies, to achieve policy objectives around environment, food security, water, climate, and economic development. In response, some have begun promoting landscape partnerships. They often see business as an important and influential player to engage for the success of landscape-level action and to achieve broader policy goals.

Indeed, major international agendas have embraced landscape management as a means to achieve the Sustainable Development Goals, food and water security, the Bonn Challenge, Land Degradation Neutrality, deforestation-free supply chains, and the Aichi biodiversity targets—and businesses have been invited to join or stepped forward to lead. Now is an opportune moment to reflect on experience to date in operationalizing landscape partnerships with business.

Indeed, though leading companies have begun engaging in such partnerships in the last few years, the great majority continue to restrict their interventions to the site, facility, or supply chain level. While they may have experience in collaborative initiatives around sustainability standards and commodity roundtables, landscape partnerships require a different mode of engagement for landscape-scale impact, including coordinating actors from diverse sectors, many outside of supply chains. Institutional models for long-term landscape partnerships are still developing. Businesses face serious questions about whether, when, and how to engage; their prospective or active partners do as well.

The purpose of this Action Agenda is to synthesize lessons and experience from business engagement in landscape partnerships around the world, outline gaps in knowledge and practice, and provide direction to enhance business engagement in these partnerships.

The Action Agenda is for:

Business leaders throughout supply chains, from small-and-medium-sized enterprises to multinational companies, that are already engaged in or interested in engaging in landscape partnerships;

Financiers, including private actors such as banks and impact investors, as well as local, national, and international public sector funders;

Government leaders at the local level, and international and national policy-makers who are positioned to support landscape partnerships with strong business participation; and

Landscape programs that are facilitating or supporting landscape partnerships (whether NGOs, government, communities or companies), and would like to strengthen these collaborations by developing constructive relationships with key business actors.

The Action Agenda is organized into six sections. **Section 1** provides some definitions, describes possible roles of business in landscape partnerships and the current state of such partnerships. **Section 2** discusses the business rationale for collaboration in landscape partnerships and factors to consider in deciding to participate. **Section 3** looks at the challenges for managing effective partnerships with business in landscapes, the state of available resources to support more effective partnerships, and the gaps. **Section 4** highlights the challenges for financing the types of investments needed to achieve landscape-scale impacts across multiple objectives, current financing options, and the gaps. **Section 5** examines the public policies that need to be in place for landscape partnerships to operate optimally, as well as the current policy gaps. And finally, **Section 6** presents an Action Agenda, organized by actor, to

Figure 1.
The structure of this document at a glance

1 Current status
An introduction to the role of business in landscape partnerships and the current state of such partnerships.

2 Business case
The business rationales for collaboration in landscape partnerships and factors to consider when deciding to participate.

3 Landscape management
The challenges for managing effective partnerships with business in landscapes, the resources available to support them, and gaps.

4 Finance
The challenges for financing the types of investments needed to achieve landscape-scale impacts across multiple objectives.

5 Policy
The public policies that need to be in place for landscape partnerships with business participation to operate optimally.

6 Action Agenda

overcome the gaps around the business rationale, capacities, finance, and policy.

A Resources section at the end of this document includes selected publications, and information about landscape programs, tools, and policy initiatives relevant to those working on business in landscape partnerships.

1.1 Definitions

The definitions used in this Action Agenda draw from *The Little Sustainable Landscapes Book*, a resource developed by more than 20 organizations active in landscape initiatives (Denier et al. 2015).

A **landscape** is a socio-ecological system that consists of natural and/or human-modified ecosystems, and which is influenced by distinct ecological, historical, economic, and socio-cultural processes and activities. A landscape is defined by stakeholders at a scale that is small enough to maintain a degree of manageability, but large enough to be able to deliver multiple functions to stakeholders with different interests.

Sustainable landscapes are the local building blocks of sustainable development and inclusive green growth strategies, in which multiple social, economic, and ecological objectives can be met simultaneously within the same landscape.

Integrated landscape management (ILM) refers to the collaborative, multi-stakeholder process that produces a sustainable landscape. With ILM, stakeholders work together to resolve complex issues, such as water scarcity, biodiversity decline, deforestation, or farmer adaptation to climate change, that cannot be successfully resolved by actors working alone or through farm-level or supply-chain interventions. Box 1 describes key features of ILM that are common across these diverse landscape approaches.

A **landscape partnership** is the entity that undertakes ILM. The governance structure, size and scope, and number and type of stakeholders in these partnerships will vary depending on context. Landscape partnerships should include all stakeholder groups whose input and collaboration is essential to addressing the shared objectives for managing natural resources needed to create and maintain a sustainable landscape.

1.2 Possible roles of business in landscape partnerships

Where it makes business sense, private sector businesses in all parts of an agricultural or forest supply chain can engage in landscape partnerships, including smallholder cooperatives, large landowners, agribusinesses, input suppliers, retailers, commodity traders and financial actors. Other types of companies that rely on natural resources may also want or need to be involved, such as manufacturing plants requiring reliable water sources, nature tourism operators, and hydroelectric companies. While business from all sectors and of all sizes are important landscape actors, this report draws mainly on inputs from large multinational corporations in the food, beverage and forest sectors. More in-depth analysis and targeted action for other sectors (e.g., mining, infrastructure), for small and medium-sized enterprises,

> **Box 1. Common features of integrated landscape management**
>
> 1. Stakeholders develop shared or agreed management objectives that encompass multiple landscape benefits.
> 2. Field, farm, and forest practices and resource management systems are designed to contribute to multiple objectives.
> 3. Ecological, social, and economic interactions among different land uses and users across the landscape are managed to optimize trade-offs and realize synergies.
> 4. Processes for collaborative planning and action, with engagement of local communities, are established.
> 5. Markets and public policies are shaped to achieve and support these.

and large national enterprises is identified below as a priority action.

Businesses can play diverse roles within these partnerships. Some may be leaders and catalysts for action, together with peer-competitors and other key stakeholders, in situations where resolving the identified landscape challenge is central to the success of their business. Others may prefer to contribute to a sub-set of activities in an agreed landscape action plan, of particular importance to their own business interests. Businesses can also play more passive roles, participating in information exchange and aligning their activities with goals and strategies identified in the action plan. They may contribute by lending their name or hosting an event that demonstrates support for the initiative. The right role depends on the business case and may change over time (see Section 2).

1.3 The state of business participation in landscape partnerships

To better understand the potential for business in landscape partnerships, it is useful to consider the current state of their participation. The Landscapes for People, Food and Nature Initiative (LPFN) has conducted a series of continent-wide reviews of landscape partnerships. They documented 428 established, multi-sector landscape partnerships (referred to as integrated landscape initiatives in the studies) in Africa, South and Southeast Asia, Europe, and Latin America and the Caribbean (Figure 2). NGOs and governments led the majority of partnerships. The agricultural sector was involved indirectly in 55 percent of these landscape partnerships, followed by the forestry and mining sectors, which were each involved in 20 percent.

The surveyed partnerships were implementing a wide variety of interventions to reach their goals. The most common was the adoption of sustainable

agricultural practices, such as agro-forestry techniques, improved harvest and processing techniques, tree planting, reducing run-off of agrochemicals, and improved land-use planning. Certifications, payment for ecosystem services schemes, and REDD+ also serve important roles in contributing to financing these interventions. Other enabling investments included spatial assessments (e.g. for high-conservation value, HCV), planning processes to coordinate interventions, and training. The area covered by the landscape initiatives varied from 1000 to 15 million hectares.

Fewer than a quarter of the 428 landscape initiatives included national or international companies as partners, with participation by business lowest in Sub-Saharan Africa (8 percent of 87 initiatives, see Milder et al 2014) and in Europe (around 10 percent, though the survey criteria differed, see Garcia et al 2016). Participation was highest in Latin America and the Caribbean (22 percent

of 104 initiatives, see Estrada-Carmona et al. 2014). In South and Southeast Asia overall, private sector stakeholders took part in fewer than 20 percent of surveyed initiatives (only 16 percent involved natural resource extractive industries such as logging, mining, oil and gas). In-country agribusiness stakeholders participated more frequently in Southeast Asia (29 percent) than in South Asia (19 percent), but far more landscape initiatives were documented in the latter (Zanzanaini et al. 2017).

Figure 2. 428 integrated landscape initiatives were documented in continental reviews of Africa, Latin America and the Caribbean, Europe, and South and Southeast Asia conducted between 2013 and 2015

Sources: Bieling et al. 2016; Estrada-Carmona et al.. 2014; Milder et al. 2014; and Zanzanaini et al., 2017.
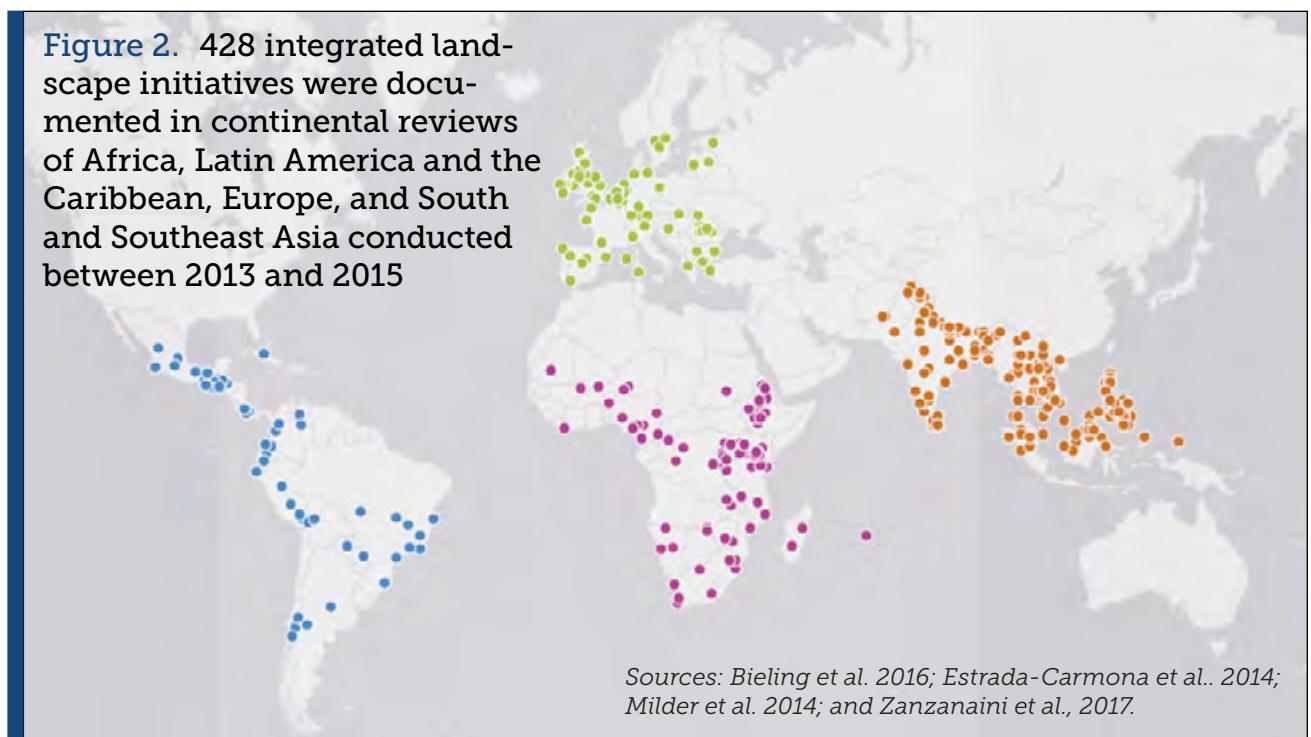
Sustainable landscapes often call for stakeholders to work together beyond the farm gate and other traditional boundaries.

2 The business case for engaging in landscape partnerships

Businesses increasingly recognize the importance of managing the environmental and social risks and impacts associated with each stage of their supply chains, and the need to trace these chains all the way to the production level. The response from companies to these risks has largely focused on strategies that operate within the context of a given supply chain, such as forest certification, commodity roundtables, and farmer training. However, the impact of these activities often does not reach beyond the site or concession level, leaving businesses exposed to risks stemming from the broader contexts in which they operate.

The drive for solutions to these broader societal issues includes a move towards broader corporate sustainable sourcing requirements or commitments that include landscape-scale goals (e.g. zero deforestation, water security, and resolving social conflicts). In these situations, the business may consider mobilizing, or joining, a landscape partnership where the different players engaged in the landscape are taking responsibility to ensure positive outcomes for that landscape now and for the future.

There is no single business case for engaging in landscape partnerships; it depends on a particular business's place in a supply chain and the landscape challenge that the business is trying to address (WBCSD 2016; Kissinger, Brasser and Gross 2013). This section considers how the type of natural resource challenge and the type of business affect the business case for engaging in landscape partnerships

and identifies the work that still needs to be done for businesses to define their roles strategically.

2.1 What challenges require a landscape partnership solution?

The first criteria for businesses to consider before engaging in a landscape partnership is whether the natural resource and social challenges the business faces can best be addressed through action at the landscape scale. The details of the natural resource challenge will influence the extent to which that particular business has an incentive to participate in a landscape partnership, as well as the nature of the participation. Common "entry points" for landscape partnerships include securing water supply and quality, managing climate risks like drought and floods, avoiding deforestation, protecting

biodiversity, reducing social conflicts, and stabilizing rural communities.

Securing water supply and quality for field or factory production have been addressed by businesses primarily through adoption of water foot-printing, stewardship standards, and efficiency measures. Challenges include uncoordinated competition over water resources among multiple users and the fact that interventions at processing facilities, fields, and other operations often do not ensure long-term supply from the surrounding watershed. Multi-

"To us, it is important to develop not just our specific crop or commodity, but the large-scale catchment or landscape."

— Chris Brett
Senior Vice-President, Head, Corporate Responsibility and Sustainability, *Olam International (now with the World Bank)*

stakeholder planning at the watershed level can help identify interventions, for example improved policy and regulation, upstream recharge, and better land use. Furthermore, multiple company collaborations can help access funding and motivate government intervention to regulate water use. Applying water risk filters to investments at the catchment and project scale can help predict issues and facilitate long-term planning.

Managing and adapting to climate risks, such as reducing the risks of increasing droughts, floods and extreme weather events, is a growing preoccupation of many agribusiness and food companies whose sourcing areas are experiencing changes in growing conditions. Some of these

risks can be addressed at the farm or supply chain level. Others require coordinated action at the landscape scale, for example addressing changing pest and disease patterns for crops and livestock, or accelerating the shift to climate change-adapted crops or varieties by a large number of farm suppliers.

Avoiding deforestation in commodity production landscapes has to date been addressed primarily through eco-certification/standard practice adoption and corporate codes of conduct that demand improved traceability and accountability from suppliers. Challenges include multiple, often conflicting, terms and approaches for "deforestation-free;" lack of clarity on how to effectively implement, measure, and monitor commitments; and gaps between corporate commitments and operational realities on the ground. Multi-stakeholder land-use planning and dialogue can help mobilize additional stakeholders for forest management use and protection, as well as mobilize investment in productive or degraded lands, thus reducing pressure on forests and protecting against indirect land-use change (leakage). Landscape interventions can help identify actions beyond a single commodity stream. Successful action by stakeholders to reduce deforestation and associated carbon emissions can be turned into an income stream for business, as well as communities, through payments for REDD+ (Reducing Emissions from Deforestation and Degradation), particularly through jurisdictional REDD projects.

Conserving biodiversity is a growing challenge for agri-commodity producers, from corn-growers in the

midwestern U.S. whose production threatens Gulf of Mexico marine biodiversity, to palm oil producers in Indonesia whose activities threaten orangutan habitat. Product certifications increasingly include standards on biodiversity protection. However, responsible stewardship on-farm or along a supply chain by an individual company cannot on its own ensure healthy wild plant and animal populations, because these populations are dependent on overall habitat conditions and connectivity. In such cases, businesses can protect their brand and secure certification or labeling benefits through collaboration with other commodity producers in the landscape, as well as with environmental agencies and organizations.

"For me, a landscape approach is looking at a sustainable project… in a holistic manner, looking at all the stakeholders, the people who are being involved in this, looking at helping communities to be more responsive, to be more profitable, and to look after the environments and societies in which they operate."

— Gareth Ackerman
Chairman, *Pick n Pay Stores Limited*

Reducing social conflict and strengthening community relationships can be important for the long-term viability of many businesses, and to manage risks. Most companies now address conflicts and build local support through direct stakeholder engagement and free, prior, and informed consent (FPIC) processes. But some challenges cannot be easily addressed by a single company, such as competition over access to natural resources, lack of secure land tenure, or the need to balance different land-use needs within a region. Participating in partnerships can enhance stakeholder relationships to retain a 'social license to operate', especially when local communities depend upon a shared resource like water, or where businesses need to be perceived as valued partners in rural development.

Sustaining rural communities. Sustaining rural communities and enhancing livelihoods can be an important component of corporate social responsibility values or commitments. Contributions to that end can help protect business' local reputations, while stable and prosperous communities and work force can benefit companies' bottom line and staff recruitment. Landscape partnerships offer a collaborative platform by which to plan, negotiate, and implement in a participatory manner with local communities, private companies from various sectors, and government, to make these communities economically viable and attractive to live in, and reduce risks from natural resource degradation or disaster risks. By engaging and negotiating with a wide range of stakeholders, beyond just the government, companies can demonstrate that their sustainability initiatives are designed for more than their own sole benefit.

2.2 What kinds of businesses benefit from landscape partnerships?

Beyond the entry points discussed above, other factors for businesses to consider before investing time and resources in landscape partnerships include features of the business itself and the local context in which it is operating.

Corporate commitments to sustainability and perceptions of long-term risk frequently originate with the board of directors, senior management, or the sustainability leads of consumer-facing brands. Senior decision makers are likely to have a long-term and industry-wide view of the conditions for business success and are consequently often the first business leaders to consider collaboration with other stakeholders. For some companies, partnership itself is a valued part of their brand and business philosophy, while for others only hard cost-benefit data will determine the decision. The need for landscape-scale collaboration may look different to people inside a large company who are closer to sales, marketing, and brand management than it does to those involved in procurement, processing, or logistics. Yet the implications for action likely touch on all of these aspects of a company's operation. Therefore, the business case for landscape partnership, once decided, needs to be communicated clearly to other actors within the company or supply chain.

Staff performance criteria within companies influence the attractiveness of participation in landscape partnerships, since they will require time and attention of responsible staff. If their participation is not measured and rewarded, they will be at a disadvantage for advancement. Typically, staff persons in sustainability units are better rewarded for such efforts than those in procurement.

Businesses that are required to demonstrate positive landscape impacts may have a strong incentive to participate in partnerships. Companies supplying commodities to members of the Consumer Goods Forum need to plan for compliance by 2020 to the CGF commitment for 'zero-deforestation supply chains'; demonstrating zero-deforestation by the supply chain producers alone will not be sufficient. Mining companies are required by governments to plan for restoring the landscape and managing their environmental and social impact around mines.

Businesses with a direct and long-term stake in a sustainable landscape are more likely to engage in landscape partnerships. This includes businesses that own fixed assets or those that must secure a critical supply of raw materials that cannot be sourced elsewhere. A clear reason for them to engage in landscape partnerships is to ensure long-term productivity and manage scarce resources and to protect their assets from being stranded. When a business's water, land, energy, and waste absorption capacities are limited, it will need to negotiate with other actors within a landscape. The case is particularly strong when efficiency efforts at a site level, such as water management at a bottling facility, have been exhausted and shifting location is not an option.

Figure 3. The nested nature of risk in landscapes forms the basis for business engagement in landscape partnerships.

SUPPLY CHAINS

Supply chain risks

FARM/FACILITY

LANDSCAPE

Risks at the farm or plant

Risks in the wider landscape
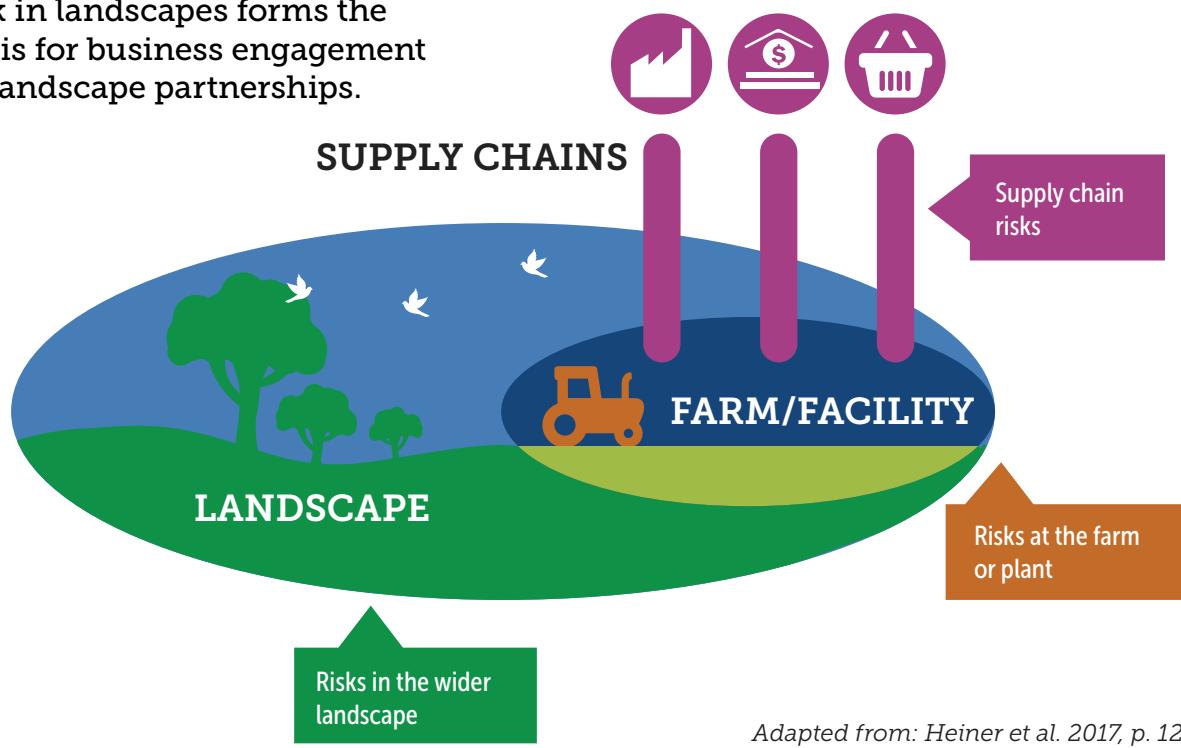
Adapted from: Heiner et al. 2017, p. 12.

Exposure to reputational risks is higher in consumer-facing brands, and these are also able to take advantage of market opportunities provided by sustainability efforts. Such companies usually have the highest margins in the supply chain, which allows some extra flexibility to be early movers in sustainability efforts, including participating in landscape partnerships. Retailers and manufacturing brands that have made corporate commitments need partners in their supply chains and within the

"Many of the problems currently faced by our members are not going to be dealt with at the farm level. We can only solve them with some kind of landscape approach."

— Peter-Eric Ywema
General Manager, *SAI Platform*

landscapes in which they operate to help deliver on those commitments. In contrast, traders and suppliers often have slim margins and few reputational advantages from landscape collaborations, unless they have fixed assets to protect from being stranded.

Companies can also benefit from collaborative action in other ways. A coalition of diverse landscape actors can enhance advocacy for a specific government action, such as improving regulation or mobilizing investment. Likewise, in efforts to mobilize co-financing from the public sector and donor agencies, the position of businesses—local, national or international—may be strengthened if they are actively engaged in a landscape partnership. Participation in landscape partnerships may facilitate achieving legal compliance with regulations. Ambitious goals for

certification of products from a particular sourcing region, beyond only larger-scale farmers or those directly supplying large international companies, can be achieved more effectively through multi-stakeholder cooperation. A landscape platform provides a pre-competitive space for companies to help develop payment for ecosystem service programs that require inputs from numerous organizations.

2.3 Gaps in understanding the business case for landscape collaboration

Before business engagement in landscape partnerships can reach its potential, several gaps need to be addressed in analyzing and building the business cases. These include:

- Companies have limited awareness or measurement of their impacts and dependencies on biodiversity and ecosystems in the areas from which they are sourcing.

- Companies cannot easily assess if they can or cannot solve sustainability risks around climate, social conflict, deforestation, and water on their own (for example through product certification), to determine clearly the need for a broader landscape strategy.

- Companies that secure products through intermediaries are often unaware of the areas from which their suppliers are sourcing, where

there is no documentation or requirement for traceability. Those that purchase a variety of ingredients from different places may not see themselves as an actor that can or should be concerned with their impact in all of these sourcing areas.

- There are few sophisticated case analyses of the benefits and tradeoffs for businesses engaged in landscape partnerships, encompassing different contexts and covering different points within supply chains and in landscapes. Many partnerships are too recent for conclusive results, but even those that are sufficiently mature to have results have not been evaluated.

- Businesses have insufficient knowledge of how to engage efficiently and successfully in landscape partnerships.

- There are few strong voices or "ambassadors" from influential associations and fora on business who have experience with landscape approaches. Advisors are needed who can support deeper discussion and analysis of why and how to engage in these partnerships.

- Few national and regional organizations and initiatives to promote inclusive agribusiness and forest business development consider the role of business in sustainable landscapes.

Sustainable Landscapes Partnership in North Sumatra, Indonesia, strengthens supply chains and conserves biodiversity

Case

Palm oil expansion, deforestation, climate change and social conflict are threatening North Sumatra landscapes where orangutans, tigers, tapirs, and other tropical forest species live alongside local communities that cultivate oil palm, rubber, rice, coffee, and cinnamon. In response, the Sustainable Landscape Partnership (SLP) program of Conservation International, USAID and the Walton Family Foundation have been working with the local government, the private sector and smallholder farmers to find ways for business to profit from more sustainable production. Most of the smallholder production systems in the focus landscapes are not optimized. Rubber, coffee, cocoa, oil palm and sugar cane yields are affected by issues associated with post-harvest handling and limited ability to produce high-quality harvests in a sustainable manner. SLP helps agricultural partners close these "yield gaps" and meet district-level production targets while avoiding clearing forest.

Keeping in mind the needs of smallholders and companies and the demands of global markets, the program designs and pilots farmer trainings to increase the farmers' productivity on key commodity crops and improve their access to markets. SLP has provided technical assistance to 5,500 farmers that helped them achieve more than 25 percent yield increases. Sixteen palm oil companies meanwhile committed to adhere to best production practices that include biodiversity conservation.

Benefits for business arise from the landscape partnership in several ways:

- Mobilizing a range of scientific data, capacity building and broader technical support for mandatory strategic environmental assessments that define the best places for palm oil production and for nature conservation;

- Convening forums at the provincial and district levels, enabling the government, private sector and community members to share information and advocate for certain practices; and

- Providing training and support to the Field Extension Services that works directly with smallholders to help them comply with environmental policies and apply good practices.

Sources: *Roundtable for Sustainable Palm Oil*
Sustainable Landscape Partnership

Collaborative planning is the key to a durable relationship between landscape stakeholders.

3 **Effective collaboration with business in landscape partnerships**

The majority of landscape partnerships formed in the past few decades have been catalyzed, led or facilitated by NGOs or government agencies. This has shaped the resulting organizational models, tools, norms and processes. Where it is important to attract and retain more businesses in these partnerships, these features must often be adapted. Businesses that are seeking to catalyze or co-lead landscape partnerships also need to understand how and why these processes necessarily differ from standard business models.

3.1 Organizational challenges for business in landscape partnerships

Integrated landscape management involves a multi-stakeholder platform (formal or informal) whose members jointly define objectives, strategy and action plans. The more conventional model is for a lead government agency, NGO or business to take on the core technical landscape planning and coordination functions, then engage in bilateral negotiations separately with different stakeholder groups to mobilize actions that contribute to a sustainable landscape. The need for ILM arises when no lead technical organization has sufficient convening power or resources for multi-sector analysis and decision-making across public-private-civic stakeholders, or where direct negotiations among stakeholder groups are needed to manage interactions or inter-dependencies.

ILM is a *complex* challenge, in the sense that the causal pathway is adaptive or emergent; it is not possible to set out in advance the details of what interventions will be done and what their exact impacts will be. This contrasts with simple challenges with straightforward recipes for action, and complicated challenges that have clearly defined blueprints to meet objectives, but require coordinated inputs from multiple actors to achieve them. The organizational strategies for ILM reflect this complexity. Where multi-sector integrated action is actually needed to achieve shared landscape goals, simpler approaches are not a real alternative.

The Landscape Action Cycle

Some landscape partnerships grow organically from smaller successful local initiatives, while others are facilitated by external catalysts who mobilize interested internal stakeholders to cooperate on shared challenges and opportunities. *The Little Sustainable*

Landscapes Book identifies five key elements in the cycle of landscape action (Figure 3), which are elaborated in *Public-Private-Civic Partnerships for Sustainable Landscapes: A Practical Guide for Conveners* (Heiner et al 2017). All initiatives include these elements, although they may be more or less formalized or institutionalized, and the order may vary. The cycle repeats over time in response to changes in landscape conditions and priorities.

The cycle begins when interested stakeholders in the landscape convene for cooperative dialogue and action in a **multi-stakeholder platform**. The partners must establish ground rules for dialogue to ensure equal and honest participation by stakeholders, build agreement among stakeholders, provide a neutral platform for negotiation, and eventually decide on the organizational forms for representation, decision-making, accountability and co-investment.

The stakeholders must develop a **shared understanding** of the landscape conditions, challenges, and opportunities, explicitly recognizing different perspectives, values and knowledge bases of the partners. Partners then engage in **collaborative planning** to agree on long-term (20+ year) objectives for change, design and prioritize shorter-term technical and institutional interventions, and develop a landscape

Figure 4. Landscape Action Cycle
Adapted from: Denier et al. 2015, p.59.

MULTI-STAKEHOLDER PLATFORM

SHARED UNDERSTANDING

COLLABORATIVE PLANNING

EFFECTIVE IMPLEMENTATION

MONITORING
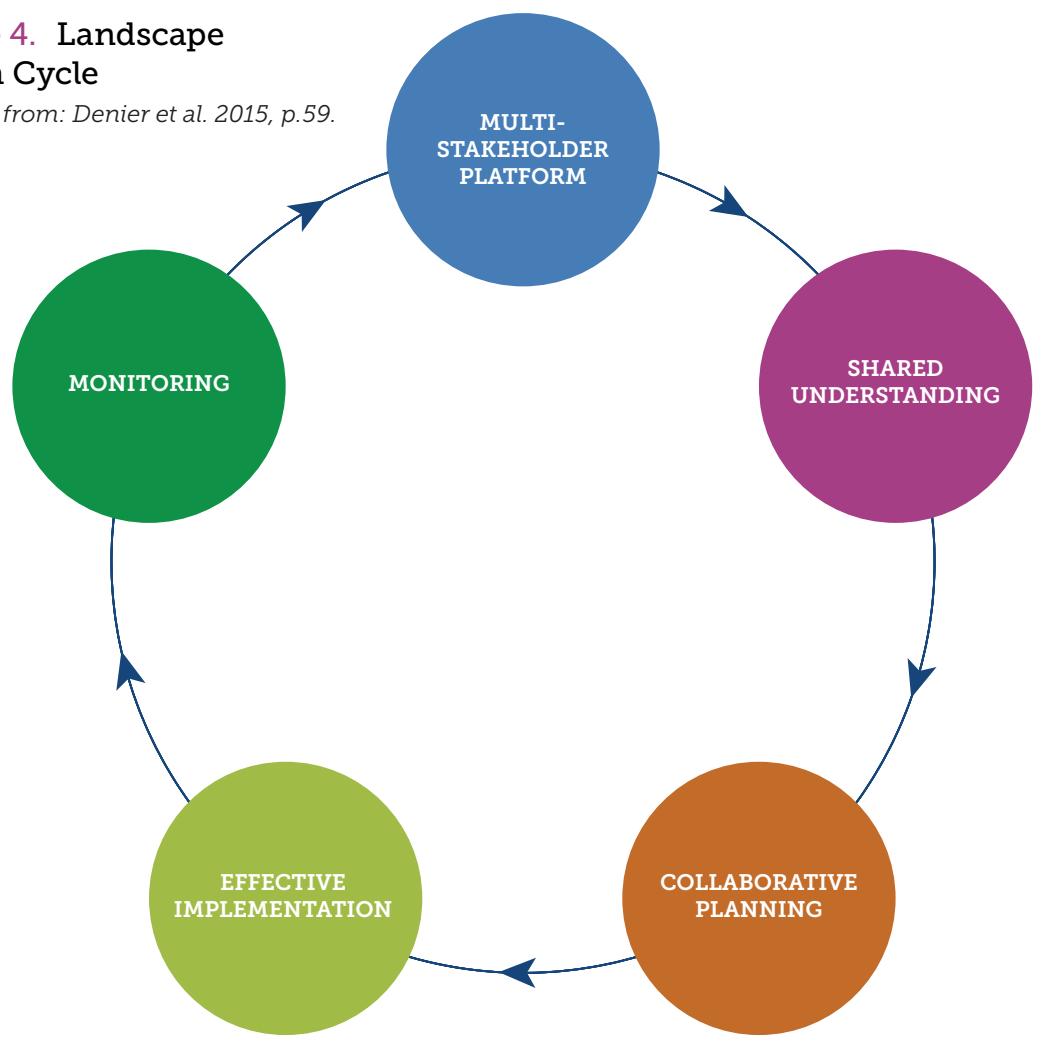
action plan, defining commitments from the stakeholders. These may include either informal agreements or legal contracts among actors for specific actions or investments.

Stakeholders **implement the plan**, with attention to meeting collaborative commitments. Successful implementation requires sustaining stakeholders' attention over time and maintaining momentum, through effective coordination where needed, communication strategies, mechanisms to resolve conflicts, and adapting plans to changing conditions. For adaptive management and accountability, the partners need to develop a system of **monitoring and evaluating** progress in advancing the plan and achieving impacts, which enriches later rounds of improved understanding, negotiation, planning and action.

The landscape action cycle evolved independently under different models of landscape partnerships in response to the fundamental difficulties of generating a common vision and action strategy among institutions that have very different interests, values and norms. While committed actors can jump ahead with useful actions, to address the thorniest issues, stakeholders need to move together and build commitments as a group. Quality process facilitation is critical (see Brouwer et al. 2015 on multi-stakeholder partnerships). But facilitation also requires substantive multi-sector landscape expertise, to anticipate differences in stakeholder definitions of problems and solutions and ensure that these are addressed explicitly to avoid misunderstandings that will later undermine agreements.

Challenges of the cycle for businesses

Most businesses do not have experience in addressing sustainability challenges through collaboration with actors outside their supply chains, so there is an important learning process needed before they may be comfortable with the collaborative landscape model.

Sustaining the process of 'talk-talk' can be intensely frustrating for businesses, and it can be difficult for them to justify internally the time and costs expended, over a long time horizon, for uncertain outcomes. Business representatives may be constrained in committing their company to decision processes that affect future business decisions. While businesses often have highly relevant knowledge and data for landscape assessment and action planning, there may be proprietary concerns or perceived business risks if widely shared. During action planning, business representatives may feel constrained to argue established company positions, and not free to explore alternative options that might still achieve core business interests.

Transparency in monitoring progress and impacts from business activities may be perceived as a business risk. In organizing landscape assessments for planning and monitoring, companies may not be able to use the results in the form of maps or reported perceptions, but rather need results in a synthesized form that can be incorporated into their own internal performance and financial analyses.

Business representatives will often need to build support for changes in practices and investments among people within

their companies who have not been involved directly in the process. They may need support from the conveners or other partners to help make the case and share the results of the dialogue and planning process. It is thus important for the partnership to have multiple sources of contact within the company.

Meanwhile, many of the conveners and facilitators in existing landscape partnerships are inexperienced in working with businesses. The language they use in meetings and planning documents may seem like jargon to business people, and terms like 'investment' or 'returns' may have different meanings. Some may distrust business motives in general, regardless of the track record of individual companies, or lack understanding of the very real constraints that private profit-making entities have to justify new costs. Companies with observably high gross sales are often perceived as potential sources of financing for landscape investments, even though their profit margins are low, or (with national or international companies) the allocation of profits is not decided locally. Facilitators need to help businesses and other groups to approach one another as joint stakeholders in the landscape, rather than as representatives of a particular sector or organization. For example, in developing collaborative action plans, it is useful to be aware of the business' own planning cycles.

In some cases, there is indeed a history of poor business behavior or community relations. In such cases, companies may need to re-build trust through specific actions to resolve remaining conflicts, increase transparency, or show good faith, before collaborative efforts will be fruitful. Attention may be needed to address power imbalances between large companies and less powerful stakeholders within landscape governance.

3.2 Initiatives and tools supporting more effective business-landscape partnerships

A number of initiatives have formed in recent years to strengthen capacities and tools for effective landscape partnerships with business and other stakeholders (see details in Resources section). International initiatives include the Landscapes for People, Food and Nature Initiative; The Global Partnership on Forest and Landscape Restoration; and IDH's Initiative for Sustainable Landscapes.

Landscape management methods and tools

Landscape management methods and tools are improving, and guidance materials and resources have been developed to support all steps of the landscape action cycle, such as the EcoAgriculture/IDH conveners' guide for public-private-civic landscape partnerships (Heiner et al. 2017) and EcoAgriculture Partner's Landscape Measures Resource Center. Other resources focus on specific steps of the action cycle. Scenario-building tools vary in complexity from relatively simple, qualitative tools that help to elicit stakeholders' perceptions during facilitated sessions, to more complex, quantitative ones that incorporate mathematical models. Negotiation support tools, such as ICRAF's Negotiation Support Toolkit for Learning Landscapes, help to

manage conflicts and trade-offs among landscape stakeholders.

Data and tools for landscape analysis and modeling

Data and tools for landscape analysis and modeling are becoming more widely available, at different levels of spatial and temporal resolution. However analyses of interactions between agricultural production and environmental management variables (apart from agriculture-induced deforestation) are often hard to find. Pre-existing spatial data can be acquired from other organizations (e.g., universities, NGOs, government agencies, etc.), by downloading free software (e.g. Google Earth), purchasing remotely sensed data, and/or by generating data through ground-based monitoring using a global positioning system (GPS). This spatial information can then be translated into maps and analyzed using a variety of geographic information systems (GIS) software programs and scenario modeling tools.

Landscape monitoring tools and systems

Landscape monitoring tools and systems are important to companies to provide proof of concept, clarify the potential benefits for companies, and enable them to judge if this is balanced with the investments (in staff and cash) required. New monitoring systems are being developed to help certify sustainability at a landscape or jurisdiction level. Some standards systems, such as the Roundtable on Sustainable Palm Oil (RSPO) and Roundtable for Responsible Soy (RTRS), now include some ILM-supportive features, including land-use planning, the management of High Conservation Value Areas, and

participatory free, prior and informed consent processes with communities (Mallet et al. 2016). EcoAgriculture Partners' Landscape Measures Resource Center describes key indicators and means of measure for sustainable production, ecosystem and biodiversity, livelihoods and institutions, and integrated indicators linking them within the landscape.

3.3 Gaps to achieve effective landscape partnerships with business

Although the number of international programs to support capacity building for landscape management with businesses is growing, a number of important gaps remain:

- The guidance material for convening and running landscape partnerships is uneven. Many resources were developed for community- and sector-level initiatives (e.g. multi-stakeholder platform management), but have not been adapted to the specific technical and institutional challenges of landscape partnerships with businesses.

- There are few methods available for businesses to assess their own exposure to landscape risks and potential benefits of landscape partnerships.

- While many business-focused land-use planning, design, management, and impact assessment tools have been developed, they are not effectively compiled or distributed.

- There is little skills training or capacity-building available for business

staff about landscape partnerships, or to provide them with key knowledge needed to negotiate and collaborate with different landscape partners, such as the Voluntary Guidelines for Responsible Governance of Land Tenure, or Free Prior and Informed Consent.

- There are few opportunities for peer-to-peer learning among landscape-engaged business leaders.

- There is no commonly recognized standard that would allow business and other landscape partnership stakeholders to understand whether a given investment is "landscape-friendly." Recent efforts to develop landscape metrics from different sectoral perspectives (climate, forest, water, etc.) threaten to create a highly fragmented set of methods that will pose implementation barriers at the field level, bias programs' reports on them, and undermine national efforts to put in place multi-dimensional assessment systems.

- There are few experienced advisory services for landscape initiatives to build trust and understanding, or trained landscape facilitators familiar with new business planning tools or business investment modelling tools.

Transforming community, land, and water risk into successful business landscape partnership opportunities in South Africa

Case

In South Africa, freshwater demand is expected to rise by 52 percent within the next 30 years, while the supply of water is sharply declining. In response to its business risks around water, Mondi—a leading pulp and paper company—started a "New Generation Plantations" project in the SiyaQhubeka Forests (South Africa) on the shore of Lake St. Lucia in North Kwazulu Natal in 2004.

Mondi formed a partnership with local organizations and became the first commercial entity to delineate a 120-kilometre eco-boundary line between a World Heritage Site (iSimangaliso Wetland Park) and a forestry plantation. It also resolved a long history of dispute between local forestry operations and environmentalists in a true partnership. As a result, 9000 ha (4500 ha of Mondi land) returned to a high-conservation-value ecosystem.

The plantation areas, including the associated wetlands, natural forests and key ecological networks, have now become part of the Wetland Park and form a buffer between the park, local communities, and commercial farming areas. Mondi's New Generation Plantation minimizes the negative impacts of plantation by using:

1. Integrated land-use planning based on good governance and active consultation with local stakeholders, particularly with respect to land acquisition.

2. Detailed planning, including Environmental Impact Assessment and integrated land use planning.

3. Highly productive FSC certified plantation forest.

4. Meaningful participation of stakeholders, including NGOs, government, communities and the park authority.

Moreover, the WWF-Mondi Wetland Programme was significant in establishing Mondi's credibility with the media, NGOs, local communities, and the government, and also attracted market investors.

Sources: *SiyaQhubeka Forest*;
From Sustainable Supply Chains to Sustainable Landscapes

Landscape partnerships have the power to unlock creative finance for sustainable landscape investments.

4 Financing integrated landscape investments

Finance plays a critical role in implementing the diverse investments required for a sustainable landscape, whether by farmers, public land managers, agribusiness or food processing firms, local entrepreneurs, urban settlements, or for infrastructure developers. Landscape investments actually represent a new type of investment class—one that generates economic, environmental and social benefits; reflects spatial analysis; and often links public, civic and private finance. They generate the highest returns when there is strategic coordination with other investments across the landscape.

Important sources of finance include commercial banks, investment funds, and insurance companies; public funding from local and national governments; philanthropists; international donors; and NGOs. Each has different priorities and investment criteria. Their investment choices, risk strategies, business partnerships, regulations, and day-to-day practices significantly shape incentives for land-use decisions and the feasibility of meeting landscape sustainability goals at scale.

Financial players themselves are beginning to recognize the importance of sustainability concerns to their bottom line, including financial and reputational risk (UNEP Inquiry 2016; van Leenders and Bor 2016). Early movers have begun to integrate social and environmental concerns into their strategy. But few financial institutions have even evaluated the financial benefits, nor considered how financial mechanisms can be structured and delivered to meet integrated landscape objectives.

4.1 Challenges for financing integrated landscape investments

Most investors are not investing at all with landscape context or goals in mind. Despite an uptick in interest for green or sustainable finance, most investors are still working with models that focus on a single objective within a landscape, such as agricultural production, ecosystem health, forest restoration, or climate change adaptation or mitigation. Very few investments are designed to achieve multiple objectives within landscapes, and there are few efforts to coordinate finance within landscapes—to address inter-dependencies, conflicts, connectivity, or synergies. Those financial institutions that are interested complain about a lack of investable projects, while landscape initiatives struggle to identify sources of financing for their integrated activities.

Even for the limited number of investors who are exploring multi-functional

asset investments, many of the available investment opportunities may be untested and have high risk profiles. Cash flow models for many investments are unclear or there is a weak track record for investors to evaluate, so commercial finance institutions will often need some risk mitigation mechanism. The short time horizons required by most investors to deliver returns present an obstacle for them to finance these kinds of projects.

Project investment opportunities are often too small to interest larger investors. For example, although 24 percent of greenhouse gases are related to land use, only 0.9 percent of climate bonds are in the land-use sector, in part due to difficulties of aggregation. In many landscapes, small-scale land managers and local groups who have the most direct connection to land use have the most difficulty in accessing capital to change land management practices or land improvements. Even where payments for ecosystem services to farmers and other land managers promise to be profitable once established, there may be no organization with a mandate to invest in setting up the needed institutions to link buyers and sellers, particularly for smallholders.

If integrated landscape management is done well, investors should benefit financially from being linked to a broader landscape investment strategy—through increased returns, reduced costs and/or reduced risks, and greater scope for meeting social and environmental objectives. But organizing financing for integrated landscape investments requires different strategies and tools than investment in a single supply chain, asset, or commodity.

Indeed, some degree of strategic planning and coordination in finance is essential where there are strong interactions or interdependencies among different land uses or users. Some landscape investments are more effective if implemented sequentially or simultaneously (e.g., transitioning to less-polluting farming practices before investing in a built wetland filtration system downslope), or require that different land managers implement similar practices on their land (e.g., for effective riparian restoration, all public and private properties along the river need to revegetate the banks).

Many landscape investments involve blending government, donor or philanthropic funds that are seeking social and environmental returns with commercial capital that primarily seeks profit. To attract larger-scale investors and achieve landscape-scale impacts may require aggregating a number of small-scale deals. Thus an understanding of the broader financial infrastructure of the landscape is needed to develop an effective financing strategy, yet knowledge and tools to build that understanding are lacking.

All these actions require some coordinating entity. Public and philanthropic investments may be needed initially to drive the process of landscape stakeholder investment planning and business case development. Such steps can reduce risks for future landscape investments, paving the way for commercial investors. It is often difficult, however, to fund these enabling planning and coordination processes or institutions.

4.2 Efforts to expand financing for landscape investments

Innovative financial services designed to support landscape investments are now emerging. Indeed, a 2014 report from the Landscapes for People, Food and Nature initiative found 235 financial mechanisms already deployed to support integrated landscape management investments in some form (Hill Clarvis 2014, appendix). New instruments include blended finance, impact investment funds, investment screens and standards, investment strategies in sustainable supply chain programs, and investment risk mitigation mechanisms. To support these new strategies, investment coordinators, and business and investment incubators are being developed.

Blended finance models

Finance models are being developed that blend public, civic and private sources of funds for integrated investments. For example, in the Brazilian state of Espírito Santo, more than $150 million of federal, state, multilateral, and private investment

Figure 5. Different types of investors and their differing risk profiles

Adapted from: Shames et al. 2014. Figure 7, p. 24
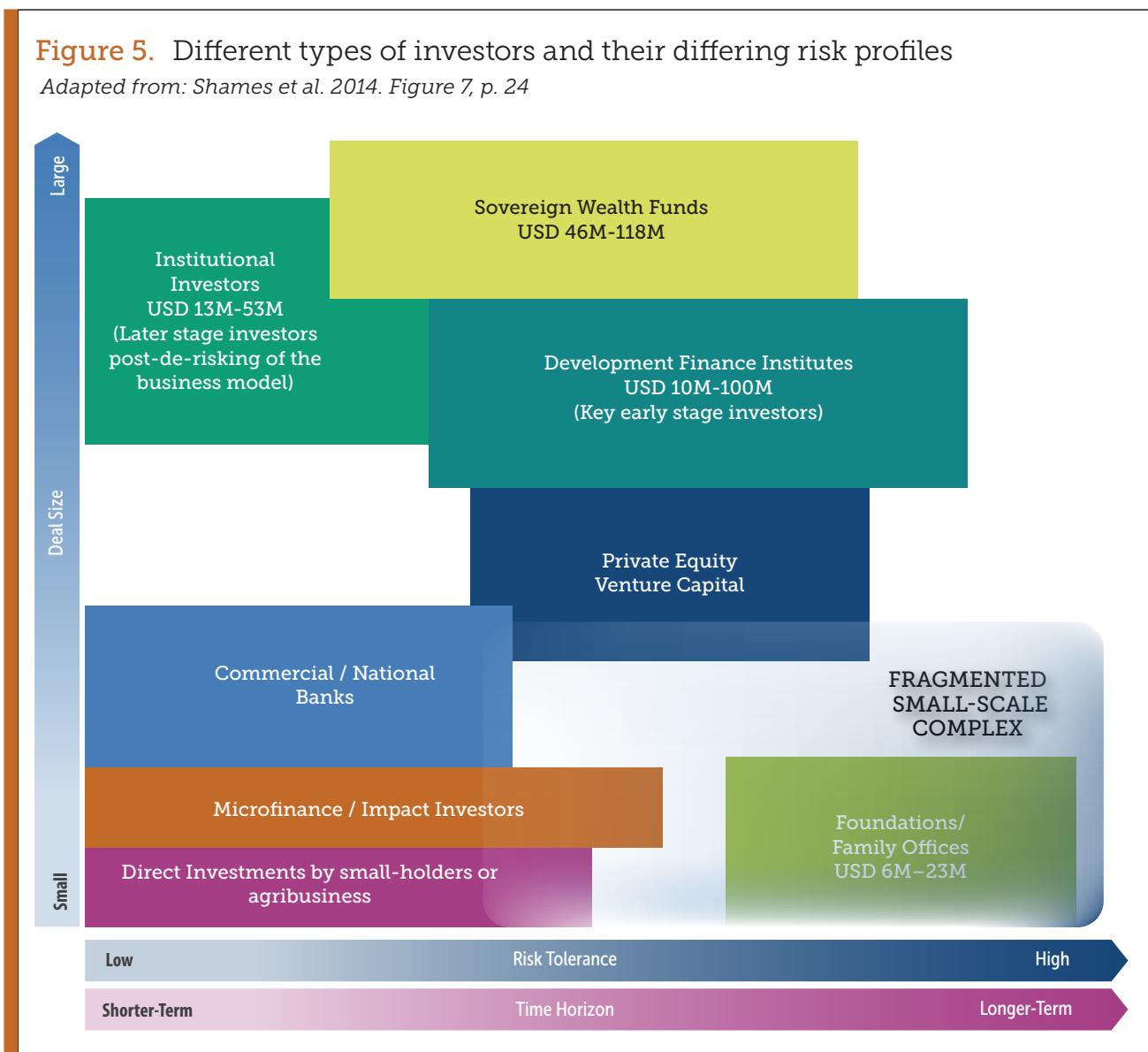
were blended to improve land management practices (Kissinger 2014). SUSTAIN-Africa in Tanzania is testing the creation of a Natural Infrastructure Financing Facility for facilitating deal making on natural water infrastructure and generating incentives for sustainable and equitable allocation of water resources. The Lake Victoria project of the Livelihoods Fund is an example of how to aggregate conservation actions with different crops to reassure investors that there is a return from different revenue centers.

Impact investment funds

A growing number of impact investors interested in sustainable land-use activities are beginning to target investments that not only address needs at the farm or forest-plot scale, but are also designed to complement other investments being made within the landscape. While these efforts require additional coordination, they also have the potential to be more secure and profitable over the long term. For example, the Althelia Fund is working with AIDER, an NGO that operates in and around the Tambopata National Reserve in Peru, to manage a REDD+ project. AIDER is the focal point of efforts to identify and address key drivers of deforestation, and this goal is supported by Althelia's investment in cocoa agroforestry within the forest buffer zone. Althelia chose this site to invest in part because there was a strong stakeholder process and landscape investment facilitator. These functions are necessary for Althelia's model of REDD+ investment to succeed. New models for private investment funds are being designed that contribute to Land Degradation Neutrality, deforestation-free supply chains in Indonesia and climate-smart agriculture.

Investment screens and standards

Some public financial institutions have set up investment screens to prevent investments that would generate harmful impacts for the landscape, or encourage those that support landscape-scale impacts. For example, the International Finance Corporation (IFC) uses its sustainability standards for direct foreign investments to identify areas where potential investments could be exposed to environmental and social risks (IFC 2012). Others have begun developing standards that take a landscape's specific context into account. For example, the Millennium Challenge Corporation (MCC), a program supported by the United States government, is financing a large sustainable landscape investment project in Indonesia called Green Prosperity. Before business investments are approved, they must undertake a 'landscape-lifescape analysis' of landscape context and impacts and demonstrate a business model design that takes these into account (MCA-Indonesia and MCC 2015).

Investment strategies in sustainable supply chain programs

Several international initiatives seeking to green international supply chains are exploring landscape approaches. IDH's Initiative on Sustainable Landscapes is strengthening landscape governance systems for 11 landscape partnerships with private sector engagement, and is working internationally with WBCSD and other partners. The Solidaridad Network, historically focused on helping

smallholder farmers earn sustainability certification, is now ramping up its efforts to support landscape partnerships in agri-commodity landscapes.

Investment risk mitigation mechanisms

Risk mitigation mechanisms for landscape investments are being developed. Some governments are using subsidies or tax exemptions to incentivize landscape investments that contribute to public policy priorities like environmental conservation or poverty reduction. For example, the Moringa Fund is benefiting from a partial risk guarantee mechanism from the Development Bank of Latin America (CAF) to support private equity funds engaged in Initiative 20x20, a regional landscape restoration effort in Latin America (FAO and GM 2015).

Investment coordinators

A growing number of landscape initiatives are engaging investment coordinators. An example is Imarisha Naivasha in Kenya, a public-private-civic landscape partnership that is coordinating the sustainable agriculture, watershed restoration and biodiversity investments outlined in their Sustainable Development Action Plan, and developing a new Sustainable Landscape Development Fund. IDH has played the role of landscape finance coordinator in its ISLA projects, mobilizing finance from different local and international sources for priority investments. The Nature Conservancy is working with jurisdictional partnerships in Brazil, Mexico and Indonesia to coordinate a holistic flow of financing for investments within a province, through consortia including Village Development

Funds, supply chain finance, integrated finance for paper companies, and supply agreements for sustainable forest management.

Business and investment incubators

Several international initiatives have begun to set up incubators specifically for investments aligned with integrated landscape action plans. FAO and partners have begun designing a Forest and Landscape Investment Platform for East Africa. UNEA/GEF is setting up a global fund to incubate forest and landscape projects and a fund for technical assistance for Indonesia, Liberia and Brazil for 'production-protection'. WWF's Landscape Finance Lab is developing an on-line platform for learning about landscape finance and supporting the incubation process.

4.3 Gaps in landscape finance

While finance for integrated landscape investments is growing, there remain notable gaps that limit its growth, including:

- Financial actors have trouble finding bankable deals, while farmers and businesses on the ground often lack finance for their investments. There is a major need for investment brokering services that is largely unmet.

- Innovative, credible, and bankable projects exist, but are slow to be evaluated and developed. Strong financial analyses are difficult to develop because of the lack of a track record and financial returns data on many of the business and cash flow models.

- Most of the innovative financial mechanisms being developed to support sustainable land use (e.g., green bonds) are geared toward investments at the farm or forest-plot scale, and not oriented toward coordinated landscape-scale investments. These tools and finance opportunities could be used for landscape investment, but need to be integrated into a landscape-scale investment framework.

- Stronger strategic planning and coordination between the multiple investment needs of stakeholders in the landscape is required to create investment propositions that will reduce costs and risks and jointly deliver transformational impacts at landscape scale. Business and financial investors are not very involved in developing investment frameworks with landscape platforms, and there is little financing available to plan and design finance strategies.

- Landscape partnership leaders need guidance, tools and advisory services on how to develop landscape-wide investment and finance strategies and plans. In particular, they need to be able to scope the 'landscape financial architecture'—flows of funds in and out of a landscape—and determine which do or could support ILM, which are undermining ILM, and the gaps.

- There are few organizational models to aggregate numerous smaller-scale landscape investments to access large-scale (over $100 million) sources of funds (e.g., green bonds, Green Climate Fund), to effectively and equitably distribute them, or to secure those investments.

- Project and business developers, as well as landscape partnership leaders, lack training on how relevant portions of the financial system work, how deals are developed, how to create business plans, and how they can make their projects attractive to potential investors.

- As more financial actors commit to the principles of integrated landscape investments, they need inexpensive, simple-to-manage, and effective systems to apply landscape standards and to track the impacts of investments within a landscape context. While a variety of monitoring systems have been developed to track multiple variables in landscapes, these are still fairly complex, expensive, and not widely used.

Investing in 4 returns from landscape restoration in the West Australian Wheatbelt

In the West Australian Wheatbelt, Wide Open Agriculture is developing various financing strategies in order to implement the 3 Zones, 4 Returns, 20 Years model of landscape restoration, developed by its partner and cornerstone shareholder Commonland. A key part of Wide Open Agriculture's model is based upon direct farm ownership, with a land acquisition strategy based upon maximizing natural, social, financial and inspirational capital returns within the context of the Company's broader holistic vision for the entire Wheatbelt landscape. In order to finance the purchase of land for restoration, Wide Open Agriculture is working on three financing strategies including debt, equity and a land-for-shares model:

- A green bond/regenerative note issue will be used for farm acquisition, where the land purchased acts as collateral for the bond holders and conservation/restoration covenants ensure the sustainability of ongoing land management. Leasing of the arable portion of farms under regenerative conditions enable financial obligations under the debt issue to be met. Wide Open Agriculture has secured its first substantial commitment to the program from a European investor and received a grant from the National Australia Bank's Impact Investment Readiness Fund to develop this concept further.

- Wide Open Agriculture aspires to list on the Australian Stock Exchange as a first of its kind 4 Returns regenerative food and agriculture company. A portion of any funding raised in a proposed Initial Public Offering is intended to be allocated to land purchase, which will be used to access more traditional forms of financing such as bank debt.

- In a land-for-shares model, selling farmers also provide vendor loans. This structure offers an exit strategy to farmers/landowners that do not have a succession plan in place, a common issue facing many aging farmers in traditional agricultural areas of developed countries. Exiting farmers can stay involved and connected to their land, much of which has been in their families for generations, and can be assured of a sustainable future for their farm. By leasing part of the land back to vendor farmers under regenerative conditions during a transition period, obligations under the vendor loans can be met while also enabling trust to be further built up between the Company and the farming community. Grant funding is used to rehabilitate areas of native vegetation, and a pre-feasibility study has been conducted regarding supplementing this funding source through the voluntary carbon market. Wide Open Agriculture has purchased its first property under this land-for-shares model and 3 zone planning and planting has commenced.

Sources: *Commonland*; *Wide Open Agriculture*

Recent policy innovation has enabled landscape partnerships to form and more effectively manage sustainable landscapes.

5 Policy to enable business collaboration in landscape partnerships

National and sub-national government policies, programs, and rules can have a powerful impact on the ability of landscape partnerships to form and operate effectively. Over the past decade, integrated landscape management has moved from being a new and experimental concept for government to being widely implemented in many countries.

This policy innovation has been motivated by the imperatives of simultaneous action on the SDGs, climate, food and water security, green growth, land degradation neutrality and deforestation. However, in general, existing policies fit awkwardly with the requirements of ILM, or even undermine them, and the opportunities for ILM to advance policy goals are not recognized, including the need for effective collaboration with business.

5.1 Policy challenges for engaging businesses in landscape partnerships

A recent synthesis of public policy experience in integrated landscape management highlighted eight key dimensions of policy that are key to a strong enabling environment (see table at right).

In addition to these general requirements for ILM, specific policies affect business partnerships. For example, legal guidelines rule the formation of private sector partnerships with public

Key public policies to support integrated landscape management

Incorporate sustainable landscape thinking into economic transformation strategies and policies

Harmonize and incorporate multiple objectives into sectoral plans

Empower diverse landscape stakeholders to make and negotiate decisions

Recognize land and resource rights negotiated at a landscape scale

Develop a regulatory framework that enables landscape-scale action

Participate in or convene landscape partnerships

Incentivize integrated landscape investments through policy and public finance

Build the knowledge and technical capacity to implement ILM

Source: Shames et al. 2017.

and civic sector organizations, and the requirements for contracts and financial deals. Companies working together in a landscape partnership may feel insecure about whether they are in violation of anti-trust laws. Companies have concerns about protection of intellectual property and data rights of companies shared with landscape partners.

Environmental and social regulations may not allow landscape-negotiated practices as legitimate compliance, while rules on natural resource access and management commonly conflict across sectors and jurisdictions. Legal frameworks that govern the process for stakeholder inputs into public policy do not facilitate stakeholder inputs into sectoral and jurisdictional planning processes. Public policy is not playing an effective role in de-risking potential investments or incentivizing financial actors to engage in landscape partnerships.

Government fiscal and policy incentives designed to achieve particular sub-sector objectives often undermine other important values in the landscape. Government officials may be constrained from negotiating and collaborating with business partners, even in inclusive and transparent multi-stakeholder platforms, by loosely written anti-corruption rules. National governments frequently make deals around sustainability action with international companies without adequately taking into account the development priorities, political sensitivities, or public revenue impacts on local governments, who then do not comply.

5.2 Initiatives to improve policy for ILM

There have recently been significant advances in policy that supports ILM in general and business engagement in particular. Green growth policies are incorporating landscape strategies, policy frameworks are recognizing landscape partnerships, and some policies are explicitly supporting business in landscapes.

Incorporating landscape strategies into green growth policies

Sustainable landscape thinking is being incorporated into green and inclusive economic transformation strategies and policies. Some national governments have put in place high-profile policies in support of integrated landscape management, including Burkina Faso, Ethiopia, Kenya, South Africa, El Salvador, and Ecuador. Many countries have included ILM in their strategies to implement the Sustainable Development Goals, National Biodiversity Action Plans, and Nationally Determined Climate Action Plans. Green growth corridor programs in Tanzania and Mozambique target areas of intensive economic growth to apply inclusive and sustainable management of ecosystems. Regional programs are supporting national governments to achieve ambitious goals of forest and landscape restoration in Latin America (20x20 Initiative) and Africa (AFR100).

Policy frameworks for landscape partnerships

Significant strides have been made in some countries and jurisdictions in the design of public programs that meet multiple sectoral goals (e.g., agricultural development strategies that incorporate nutrition and environmental objectives or infrastructure investment strategies that incorporate biodiversity objectives) through integrated landscape management. Some jurisdictional REDD+ programs have defined roles for private companies.

Harmonization of investment from different sectoral agencies is being addressed through integrated land-use planning and science-based spatial planning, e.g. in the Sustainable Landscapes Partnership program in Indonesia (see case on page 25). Efforts to harmonize regulations for farmers, ranchers, forest owners, and companies, and reduce reporting costs among agriculture, water, biodiversity, and forest agencies have been implemented in southeast Mexico and in Florida, USA. Some jurisdictions in Europe and the United States have loosened regulatory oversight of individual producers where landscape partnerships are successfully implementing and monitoring landscape-scale improvements in water quality.

Policy to support business engagement with landscape partnerships

Local governments and national government agencies are involved in a majority of the 428 landscape partnerships documented by the LPFN. State and local jurisdictions are mobilizing public-private-civic partnerships in places like Mato Grosso, Brazil (see case on page 47). Governments are creating incentive mechanisms for landscape investment, including market regulations, subsidies, grants, low-interest loans, and preferential sourcing through government procurement. For example, the Governors' Climate and Forests Task Force, a sub-national collaboration between 29 states and provinces in Brazil, Indonesia, Ivory Coast, Mexico, Nigeria, Peru, Spain, and the United States, is advancing jurisdictional programs to promote low-emissions rural development and REDD+.

5.3 Gaps in policy support for business engagement in landscape partnerships

Despite these promising advances, there are significant gaps that still limit the development of effective partnerships of business in landscapes:

- Few governments have articulated a policy vision that incorporates integrated landscape strategies or that addresses the dependence of successful large-scale investment programs on the sustainable use and management of natural resources.

- Landscape partnerships are not yet widely used as a mechanism to achieve broader rural development policy goals, such as adult and youth employment and inclusive green growth, or as a means of jointly implementing multiple SDGs more effectively and at a lower cost than with separate sectoral investments.

- Few governments have development strategies that explicitly support or

encourage business participation in landscape partnerships.

- Policy leaders and government bureaucrats lack policy approaches and program designs that systematically align policies and programs governing land and resource management across sectoral ministries and between local, state, and national levels of government.

- Some landscape-friendly policy actions (e.g., limiting areas for mining or forest product extraction) directly or indirectly threaten important sources of local government tax or fee revenue; explicit strategies are needed to identify alternative fiscal incentives.

- The legal framework for multi-stakeholder landscape partnerships is often underdeveloped or inappropriate for these new institutional arrangements. In particular, there are few or inadequate rules governing the role of private businesses, public-private-civic planning, or blended financing. This lack of clarity increases business risks and expenses for due diligence before considering participation in these partnerships.

- Local governments often lack the capacity and expertise to formulate comprehensive plans, as do farmers and community groups. In many cases the legal and institutional framework does not support integrated approaches for local governments.

- Integrated landscape perspectives are not yet incorporated into international initiatives on land rights and business, such as The Interlaken Group (a network of companies, investors, CSOs, and international organizations that addresses the roles and responsibilities of companies in relation to land rights and land governance); the Voluntary Guidelines for the Responsible Governance of Tenure facilitated by FAO; and the International Land Coalition.

- Small- and medium-sized companies and farmers are often unaware of existing laws and public programs, while local governments often do not know how to interpret national policies.

Mato Grosso, the agricultural giant Brazilian state, is testing and implementing a jurisdictional sustainability governance model

Case

Mato Grosso state, Brazil's agricultural giant, produces more soybeans and cattle than any other state in the country. Yet 60 percent of its native Amazon rainforests, Cerrado tropical savannahs, and Pantanal tropical wetlands are intact. Expansion of agriculture into these areas in response to rising global demand for commodities has been a significant driver of deforestation.

In response, a wide range of partners have joined in a "territorial" or "jurisdictional" landscape approach to bring together the worlds of sustainable supply chains, REDD, and domestic policies to achieve large-scale, sustainable development. This requires a state-wide transition, unifying the currently broad array of processes and interventions operating at different scales and with different metrics of success.

For example, the Brazilian Forestry Code has a series of compensation and incentive schemes for reforestation and forest protection based on watershed conservation. Domestic funding is being allocated to agricultural development that excludes deforestation. Partners from across sectors work together to turn a variety of disconnected interventions with different scales and strategies, such as the state's REDD+ law, smallholder support program, and Forest Code compliance plan, as well as various international corporations' sustainable supply chain efforts, into a unified approach to sustainability across the entire state.

With milestones of success agreed on, financial and regulatory incentives are being developed to support progress towards these milestones. Measurement of this progress requires a credible, transparent monitoring platform that aggregates information on deforestation, production, legal compliance, and other measures of success, from state government agencies and organizations of livestock and soy sectors.

Sources: *Earth Innovation Institute*, *IDH ISLA*

Achieving sustainable landscapes will require bold action.

6 The Action Agenda

Although many lessons have been learned about how to make landscape partnerships work effectively with business, systematic action is needed to achieve the scale and impact required. Sections 2 through 5 identified important gaps that make businesses cautious about engaging and that constrain landscape partnerships from collaborating effectively with them. We now propose an agenda to address those gaps.

The Action Agenda identifies four sets of concrete actions that businesses, finance institutions, governments, and landscape program leaders can take, alone and collaboratively, to realize the potential of landscape partnerships for business. We hope the innovations recommended below inspire readers to take action.

6.1 Businesses: Prepare for effective landscape partnerships

Businesses that rely on land, water and other natural resources must clarify their own business case for participating in landscape partnerships and strengthen their capacity for effective implementation.

Get informed and analyze your business case

Businesses should evaluate the quantitative and qualitative benefits and risks of participating in landscape partnerships in the different landscapes where they work or source products. Individual businesses can undertake rigorous assessments of their dependence on natural capital at different scales and of the relative advantages of different strategies. Companies need to map out geographically their actual sources of supply and understand the threats they face. This work can build on increasing efforts at traceability in the commodity purchasing and sustainable supply chain communities.

Consider landscape strategies to meet commitments and seize new opportunities

Board members and senior management of companies exposed to landscape risks or who have made public commitments to reduce deforestation, mitigate climate risks, protect water resources, and maintain socially responsible relationships with local communities should understand the potential value of landscape partnerships as a tool. Businesses need to re-think their strategies for sustainable sourcing, and move beyond corporate social responsibility. Once they develop relevant policies, these should be communicated broadly to staff and business

partners. Departments across the business will need to internalize the place-based nature of sustainability.

Become skilled landscape collaborators

Individual businesses should develop the staff capacities required to plan strategically and work efficiently in landscape partnerships. Lead staff may require training in facilitation skills, landscape monitoring and relevant national and international policies. They will need dedicated time for understanding landscape dynamics and perspectives of different stake-holders. They will need to spend time to build trust with other stakeholders in the landscape. They should be moti-vated to seek win-win solutions with partners outside their direct supply chain and with other commodity groups. Businesses can provide sys-tematic inputs for different aspects of the landscape action cycle, and collabo-rate with programs being developed by Landscape Program leaders to sharpen content for businesses.

Connect with the smaller businesses in your supply chain

Many large companies will need to find ways to work collaboratively with less-well-resourced farmers and small-and-medium-sized businesses in their supply chains, to achieve sustainability commitments to buyers and to landscape partners. Many institutional models have been devel-oped, with links through farmer or community cooperatives, community platforms, or government-supported programs. These need to be adapted to landscape situations, and can be facilitated and supported by multiple stakeholders joining together within landscape initiatives.

Share what you learn

International business associations, such as the World Economic Forum, the World Business Council for Sustainable Development, the Sustainable Agriculture Initiative Platform, and the Sustainable Food Lab, can help broker new partnerships of business in landscapes and share lessons learned. National business associations, com-modity roundtables, and others should support their members in understand-ing the business cases for different types of businesses and providing a platform for business-to-business learning. New landscape-oriented business learning platforms, such as the Bonsucro Innovation Initiative for Sugar Cane, the Business Learning Hub on Landscapes, and the Learning Platform on Landscape Approaches convened by the Dutch Ministry of Foreign Affairs, can scale up their

activities. High-profile business people with experience need to become 'ambassadors' for landscape partnerships. If a collaborative landscape approach is deemed necessary, then businesses need to consider whether to join an existing multi-stakeholder initiative, or to set up a joint project with peer-competitors and draw in other stakeholders.

6.2 Financiers: Accelerate innovation in financing for coordinated landscape investment

At present, the dominant models for financing agriculture, forestry, conservation, and other land-related investments are poorly suited to the needs of landscape investments that require multi-sector design and spatial and institutional coordination among diverse actors. While new financing instruments are emerging, innovation must accelerate, including for reaching smallholders and SME's, and be incorporated by financial institutions. Landscape partnerships need support to develop financing strategies to implement their action plans.

Develop a landscape financing strategy

Landscape partnerships all need to develop financing strategies that will mobilize resources for activities and investments prioritized in their collaborative landscape action plan. Partnerships should engage financial advisors and potential investors from the start to help develop bankable landscape investment propositions. An entity with financial expertise should be designated or set up to mobilize, coordinate, and where needed, aggregate investments (business, civic, public) to achieve landscape-scale goals. Centers of expertise, such as WWF's Landscapes Finance Lab, should be established to advise and facilitate landscape partnerships to develop these financing strategies and mechanisms. Ideally, international financial institutions with a track record of working in agricultural, conservation, and rural development finance (e.g., Rabobank, European Development Bank, IFC) will establish the expertise to provide advisory services and capacity-building around landscape finance. The LPFN Landscape Academy should develop training modules to build landscape finance literacy and capacity. Practical tools for scoping financial resources in the landscape should be developed and widely disseminated.

Get creative in blending finance

Joint financing packages with private-public-civic partners can reduce investment risks and improve financial returns. Funding for sustainable landscape investments can be coordinated by packaging investment opportunities (equity, debt, grant, public budgets) from diverse sources and sectors into specific deals and as part of a landscape-scale investment framework. New financial products should be developed for landscape assets, such as impact investment funds and green bonds, that can be mobilized together with available local funding. Trust Funds and Financing Facilities should be set up to support the typical set of complementary and integrated landscape investments. The new landscape projects of the Green

Climate Fund, the new generation of REDD+ initiatives, and GEF-supported integrated landscape projects can be used to design and test diverse models.

Heat up the incubators

Investors can do much more to identify promising integrated landscape investments. Innovative investment models from groups like Commonland, IUCN, The Nature Conservancy's NatureVest, the Livelihoods Fund, African Wildlife Foundation's African Wildlife Capital, and the Coalition for Private Investment in Conservation, are demonstrating ways to link agriculture and conservation to contribute to landscape goals, incubating and providing finance for them. But potential investments by local businesses and farmer cooperatives often need to be supported during the development phase to reach the point where they are attractive to debt or equity financiers. There is an urgent need for major development finance institutions to establish business incubators with public-civic-private funding to provide pre-financing and advisory services to improve business performance/design and consistency with landscape goals. These services and funding could be paid back partially or in full once the business becomes profitable.

Ensure finance reaches the farmers and resource managers

In most production landscapes, the vast majority of land, water, and forest managers are family farmers or small and medium enterprises. While financial mechanisms such as impact investments, bonds, and corporate finance may be mobilized for landscape investment, mechanisms are needed to get the funding for what are usually multi-year investments (as distinct from short-term input financing) to the actual land managers in locations and numbers strategic to meeting the defined goals of the landscape partnership. A number of organizations, including FAO's Forest Landscape Restoration group and the World Bank, are exploring such mechanisms, but these efforts should be broadened and incorporated into landscape investment programs. There is a need to train agencies to become effective intermediaries/aggregators between big public and private funds becoming available in the landscape, and the farmer and resource managers on the ground.

Leverage the grant funds

Non-commercial funding from donors, philanthropic foundations, and bilateral and multilateral development concessional loan windows should be used more strategically for enabling investments, for asset investments that do not generate financial returns, and to leverage private finance. Landscape transformation requires investment at scale, which will primarily be financed by the private sector, landowner/managers and governments. Donors, philanthropists and development partners (including from the climate sector) should design investments to influence those larger processes, including support for facilitation and enabling activities of existing landscape platforms, financial aggregators/incubators, and strengthening coherence and coordination around landscape action plans. Donors need to incorporate multi-sector strategies within their own funding programs.

Socialize innovations among peer institutions

More financial institutions need to hear about the value of integrated investments that contribute to—and benefit from—landscape-wide investment strategies. Start by spreading the word to institutions already investing in allied or directly impacted sectors, like agriculture, minerals, food and beverage, or infrastructure. This could take the form of a 'road show' involving credible actors in business and finance, armed with sophisticated infographics and concrete evidence of examples, and the track record of relevant types of investments. Financial institutions should be mobilized to develop 'landscape-friendly' investment screening criteria. Interested actors can join or form a 'landscape finance community of practice' to answer questions and catalyse innovation, such as those under development in Europe and Africa.

6.3 Governments: Incorporate landscape partnership strategies into national and sub-national policies

The scope for business in landscape partnerships is significantly constrained today by inadequate public policy at various levels of government. Action is needed to promote dialogue on sustainable landscapes in economic growth strategies and incorporate ILM into policies; advance policy analysis around landscape action; refine policies specific to ILM; develop better models for inter-agency coordination; and invest in learning communities for policymakers.

Link landscapes to sustainable economies

Policymakers at all sectors and levels need to better understand the economic, ecological, and social interconnections and interdependencies in the landscape, and the potential benefits from multi-stakeholder landscape partnerships. Governments should convene public-private-civil society dialogues that seek to embed sustainable landscape strategies into government plans for inclusive growth, economic transformation, and rural employment. Professional facilitation can help engage policy actors and mobilize action. Policymakers' understanding can deepen through field study tours, briefings, and advocacy. High-priority areas for more systematic landscape planning include major agro-industrial growth corridors, such as those in Southern Tanzania (SAGCOT) and Mozambique (Beira Corridor). Universities and policy institutes should mobilize to assess, generate, and disseminate evidence on how landscape management can most effectively contribute to inclusive economic transformation, to inform policy design and implementation.

Meet international commitments through ILM

Landscape frameworks, explicitly including the private sector, should be incorporated into national policies to meet international sustainability commitments. Now is a particularly strategic moment for raising the profile of integrated landscape management as a means of implementation for the Sustainable Development Goals and Nationally-Determined Contributions to the Paris Climate Accord. The UNFCCC should set up a working group

on agricultural landscape approaches to sequestration, mitigation, and adaptation to assist country programs. ILM should be promoted in the Green Climate Fund investment portfolio, and the new Land Degradation Neutrality Fund. Mobilizing a commission report on ILM for the Committee on World Food Security would raise awareness and mobilize action among the agriculture and food security communities.

Get the rules right

Governments should refine policies regarding landscape partnerships to enable diverse organizational models that suit local contexts. Assessment of relevant laws should be done at national, state, and local jurisdictional levels, to determine constraints and opportunities for landscape collaborative action. These will include topics such as zoning, land registration, land governance, reporting, commercial and semi-commercial agreements, and data-sharing. Governments should explore the use of performance-based regulatory systems that set standards for landscape outcomes, allowing landscape partners to design location-specific solutions, in place of those requiring standard management practices on individual farms or forests.

Coordinate and collaborate across government

Public agencies should develop models for coordinated planning, implementation, regulation, and monitoring across sectors to support landscape partnerships. Coordination is necessary at all levels of government. Intergovernmental agencies such as the World Bank, the European Commission, FAO, UNEP, and NEPAD should support national and sub-national innovations. Models and methods for harmonization across agencies should be documented, evaluated and widely shared.

Learn from fellow policymakers

Countries have begun to develop experience with many different policy instruments and program strategies intended to support ILM. Policymakers urgently need critical reviews of their effectiveness, and comparative analysis of performance in different sociopolitical contexts. While policy institutes gear up for more rigorous study of ILM, policymakers can organize themselves for systematic, participatory assessment and learning across countries and regions, supported by regional institutions. For example in Africa, the NEPAD Business Foundation; AFRICEGE; Water, Land and Resources Centre; and the African Union Ministers of Agriculture and Environment could set up a learning community under the African Landscapes Action Plan.

6.4 Landscape Programs: Enhance tools and services to address business challenges

Integrated landscape programs, and collaborating knowledge centers, should develop ambitious strategies to build the institutions, tools, and capacity-strengthening services needed by businesses and landscape partnerships. Key actions include linking landscape leaders, developing tools and capacities, strengthening farmer and community leadership, and improving methods and metrics to address business concerns.

Invest in networks to get to scale

Most of the international initiatives that already engage actively with businesses in multi-stakeholder landscape initiatives focus their efforts on specific landscapes, in relatively short time frames, and rely heavily on donor funding. To achieve long-term sustainability, we propose the formation of a new global "1000 Sustainable Landscapes" initiative that would link leaders of landscape partnerships in their countries, regions and around the world for long-term knowledge sharing. The network could also serve to channel advisory expertise around business, finance, and governance, as well as catalytic funding to mobilize private, public and civic investment.

Provide guidance resources for businesses

Various recent guidance documents have articulated key principles of business-engaged landscape partnerships, including *The Little Sustainable Landscapes Book*, WBCSD's Landscape Portal materials, and WWF's landscape elements guidance document. Now more specialized toolkits and guidance materials are needed, that focus on business users and landscape conveners and facilitators working with business. Platforms that currently provide knowledge services to a large number of landscape partnerships on the ground, such as International Model Forest Network, GPFLR, LPFN, 20X20 and AFR100, should deepen the provision of services for business partners. Programs should be set up to certify facilitators with these skills. The LPFN Landscape Academy should develop training modules on business analysis, engagement, and finance, while training modules about landscape partnerships should be incorporated into existing business sustainability platforms, such as SAI Platform, Sustainable Food Lab, World Business Council for Sustainable Development, Businesses for Social Responsibility, and the World Economic Forum. It would be useful to develop a clearinghouse of experienced landscape advisors/facilitators/conveners for those seeking expertise.

Strengthen farmer and community leadership

Landscape approaches are important means for strengthening the rights and livelihoods of local communities. Moreover, for landscape partnerships to sustain long-term collaboration among diverse stakeholders, they must maintain democratic processes and ensure fair and informed negotiations inclusive of farmers and communities. Landscape programs must be proactive to ensure that smallholder farmers, women, indigenous peoples and community-based organizations that may be politically and economically less powerful nonetheless have a full and effective voice in these negotiations. Power imbalances between communities and private companies may require particular attention. Landscape programs should work with farmers and communities to strengthen their capacities to do their own landscape assessments, access and understand studies done by expert groups, know their rights under the law, prepare negotiating strategies, and fully take part in landscape strategy and planning activities. Inputs and outputs of landscape partnership discussions should be available in local languages. Planning the logistics of partnership meetings

and field visits should take into account timing, travel, and other restrictions. To deepen understanding, farmers and communities should have opportunities to visit and learn about company operations in their landscapes, and for company staff to visit theirs.

Make metrics that matter

A collaborative initiative should be established to advance the science and practice of methods and tools to credibly assess landscape partnerships and improve landscape outcome metrics. The initiative would seek to bridge fragmented sector-specific efforts (e.g., sustainable agriculture, REDD+, restoration, watershed, biodiversity) and thematic communities of practices (e.g. ecosystem valuation and modeling, supply chain monitoring, risk analysis/ safeguards) to develop and advance a robust framework for shared measurement in order to drive innovation and investment. This effort could include actors from various impact and performance measurement communities of practice, such as ISEAL, Sustainable Food Lab, COSA, The Gold Standard, and VCS, and others already working on multi-dimensional metrics for sustainable landscapes, such as EcoAgriculture Partners and Earth Innovation Institute. Results should inform and link to emerging monitoring systems for the SDGs and NDCs, with strong spatial and socioeconomic components.

Conclusion

This Action Agenda emerged from a diverse set of actors—global business associations and economic fora, multinational food and retail brands, governments, smallholder farmer and social development organizations, and conservation groups—who see landscape partnerships as an important tool to advance sustainability. Many of them are pioneering innovations that improve and scale landscape partnerships in diverse contexts around the world. The agenda calls for moblizing these innovations at scale to meet the business and sustainability challenges of our time. There is immense opportunity in its implementation: for companies, for communities, and for the planet. The time for action is now.

A safe landing in sustainable landscapes awaits those who take
the bold action needed to achieve them today.

Resources for Businesses and Landscapes

Resources to support businesses in sustainable landscape partnerships are becoming more available. The list below was compiled from members of the Business for Sustainable Landscapes Advisory Group. Criteria included: international or regional resources (rather than national or local); organized by public, civic or private actors; include explicit attention to business issues; and relevant to multi-objective, multi-stake-holder landscape management processes.

Initiatives and Programs to Build Landscape Partnerships

The African Landscapes Action Plan (ALAP) was developed in 2014 at the "Landscapes for People, Food and Nature in Africa" Conference, and updated in 2017 at the African Landscapes Dialogue. The ALAP provides a strategic roadmap for achieving sustainable landscapes in Africa. It consists of six thematic sub-action plans, including for business and finance. **http://peoplefoodandnature.org/publication/africanactionplan/**

Conservation International's Sustainable Landscapes Partnership (SLP) is a public-private partnership that invests in replicable low-carbon business models that reduce pressure on forests, support economic growth, improve livelihoods, and expand community income-earning opportunities in Indonesia and Peru. To accurately provide a measurable, holistic and cost-effective standard for monitoring and evaluating progress toward achieving landscape sustainability objectives, CI's Carbon Fund developed the Landscape Accounting Framework (LAF). **www.conservation.org**

The Center for Environmental Leadership in Business (CELB) leads CI's efforts to promote sustainable business practices by working with companies—particularly those that have extensive global footprints in industries like mining, energy and agriculture—to ensure that the production of vital goods and services is sustainable and does not undercut nature's ability to support humanity. **http://www.conservation.org/projects/pages/center-for-environmental-leadership-in-business.aspx**

Global Partnership on Forest and Landscape Restoration, a network coordinated by a Secretariat hosted by IUCN and a Learning Network Facilitator hosted by Wageningen-CDI, brings together governments, organizations, communities, businesses, and individuals to restore degraded and deforested lands around the world. **http://www.forestlandscaperestoration.org/**

Green Livelihoods Alliance (GLA) is leading sustainable supply chain programs in more than 20 landscapes globally. The GLA is a collaborative 5-year program between Milieudefensie, IUCN Netherlands, and Tropenbos International, in strategic partnership with the Ministry of Foreign Affairs of the Netherlands. The overall objective of the GLA is to strengthen the abilities and effectiveness of Civil Society Organizations (CSOs) in the inclusive and sustainable governance of forested landscapes and restoration of degraded landscapes. **http://www.tropenbos.org/projects/green+livelihoods+alliance+-+forested+landscapes+for+equity**

IDH Initiative for Sustainable Landscapes (ISLA) is strengthening landscape governance systems for 11 landscape partnerships with private sector engagement, and internationally with WBCSD and other partners. **https://www.idhsustainabletrade.com/**

International Model Forest Network (IMFN) has been implementing a participatory, landscape-level approach to the sustainable management of natural resources for more than 20 years. The Model Forest approach offers an effective and flexible process that creates broad partnerships and represents the environmental, social and economic forces at play in the landscape. The IMFN includes more than 60 large-scale landscapes in six regional networks, covering 84 million hectares in 31 countries. **http://www.imfn.net/international-model-forest-network**

IUCN's Business and Biodiversity Programme aims to transform the way business values, manages and invests in nature, highlighting the opportunities and benefits of a more sustainable approach. Engaging business on natural resource and livelihood issues, it focuses on large-footprint industries, such as mining and oil and gas; biodiversity-dependent industries including fishing, agriculture, and forestry; and financial services and green enterprises, such as organic farming, renewable energy, and nature-based tourism. www.iucn.org/theme/business-and-biodiversity

The Landscapes for People, Food and Nature Initiative (LPFN) is a global network of more than 75 partners organized in 2011 to advance integrated landscape management. The partners work collaboratively to support knowledge exchange among communities of practice, including national landscape learning networks for practitioners in East Africa and Latin America; influence international policy to incorporate ILM; advance knowledge; strengthen capacities for ILM; and develop comprehensive guidelines and tools for different actors (e.g., CSOs, policy makers, businesses). The LPFN hosts a comprehensive website of case studies, tools, and landscape profiles. peoplefoodandnature.org. EcoAgriculture Partners convenes the LPFN; co-organizers include Bioversity International, FAO, Ministry of Economic Affairs of the Government of the Netherlands, Solidaridad, UNEP, World Agroforestry Centre, World Bank, World Resources Institute. http://peoplefoodandnature.org

The Mountain Partnership, led by the Food and Agriculture Organization of the United Nations takes a landscape approach in its work to improve the lives of mountain peoples and protect mountain environments around the world. http://www.fao.org/mountain-partnership/about/en/

New Generation Plantations is a platform building understanding and capacities for landscape approaches in the plantation forestry sector, led by the World Wide Fund for Nature (WWF). WWF set up the NGP platform in 2007 to provide a place to learn about better plantation management through real world experiences, and influence others to follow good examples. NGP brings together leading plantation companies and some government agencies that manage and regulate plantations. http://newgenerationplantations.org/

Solidaridad is an international network organization with partners all over the world, focusing on producer support and sustainable supply chain and market development. Solidaridad has made a shift in the orientation of many of its programs to integrate a landscape approach into its supply chain focus. Solidaridad currently works towards sustainable production of 13 commodities across North and South America, Africa, Europe and China. https://www.solidaridadnetwork.org/

SUSTAIN-Africa is an IUCN-led initiative to implement the Sustainable Development Goals in African growth corridors. SUSTAIN is working in the Southern Agricultural Growth Corridor in Tanzania (SAGCOT) and the Zambezi Valley Development Corridor in Mozambique. https://www.iucn.org/theme/business-and-biodiversity/our-work/business-platforms/sustain-africa

The Restoration Initiative, co-organized by FAO, IUCN and UNEP, was recently launched to restore and maintain degraded and deforested landscapes at scale. The program will unite ten countries with up-to-date technical knowledge and innovative financing tools in support of the Bonn Challenge goal of restoring 150 million ha worldwide by 2020. http://www.forestlandscaperestoration.org/sites/default/files/resource/2015-11-24_tri_flyer_print_final.pdf

Tropical Forest Alliance 2020 is a global public-private partnership in which partners take voluntary actions, individually and in combination, to reduce the tropical deforestation associated with the sourcing of commodities such as palm oil, soy, beef, and paper and pulp. Active in Africa, Latin America and Southeast Asia. https://www.tfa2020.org/en/

Capacity-building Initiatives

The Landscape Academy, a learning platform established by the Landscapes for People, Food and Nature Initiative with leadership from EcoAgriculture Partners, Wageningen-CDI, the World Agroforestry Center (ICRAF), African Model Forest Network, UNEP and others, is currently in development and will provide a comprehensive curriculum and resources tailored directly to the challenges of ILM, supporting both online and blended/hybrid learning for landscape leaders around the world. http://landscapeacademy.org/

CATIE (Tropical Agriculture Research and Education Center) in Costa Rica serves as a leader in Latin America in providing support and knowledge generation and sharing on "climate-smart territories," integrated watershed management, biological corridors, and other types of landscape initiatives, and runs relevant short courses including for agribusiness. CATIE also supports the Ibero-American Model Forest Network (IAMFN). https://www.catie.ac.cr/en/

The European Network for the Advancement of Business and Landscape Education (ENABLE) is a strategic network co-funded by the EU Erasmus+ programme to enable education regarding landscape restoration with returns of inspiration and of social, natural and financial capital. ENABLE provides educational tools to professionals and management students in order to equip them with the knowledge and skills to develop sustainable businesses in the area of landscape restoration. **https://www.rsm.nl/enable**

TerrAfrica is a NEPAD-led partnership present in 30 countries on the African continent that supports innovative solutions to sustain landscapes, address land and water degradation and adapt to a changing climate. TerrAfrica has developed, with EcoAgriculture, training materials to help government program leaders engage more effectively with private businesses in landscape initiatives. **http://terrafrica.org/**

Tools for ILM

Comprehensive Land Use Planning (eCLUP), which was developed in the Philippines, contains process descriptions, guide books, training tools, and measurement instruments. Local planners and facilitators have used the eCLUP approach in more than 100 municipalities. **http://hlurb.gov.ph/wp-content/uploads/services/lgu/full-text-vol1.pdf**

Global Forest Watch (GFW) is an interactive online forest monitoring and alert system designed to empower people everywhere with the information they need to better manage and conserve forest landscapes. GFW is a growing partnership of organizations contributing data, technology, funding, and expertise. The GFW partnership is convened by the World Resources Institute. **http://www.globalforestwatch.org/**

Green Finance Academy, developed by IUCN-Netherlands, trains project managers to design their green project based on business model thinking. **https://www.iucn.org/content/finance-green-projects-green-finance-academy**

Integrated Valuation of Ecosystem Services and Trade-Offs (InVEST) and other ecosystem-based tools, such as the Natural Capital Protocol, play an important role in helping to incorporate the value of nature into decision-making among businesses and governments with regard to the way landscapes are managed for economic returns. **http://www.naturalcapitalproject.org/invest/**

Landscape Measures Resources Center (LMRC) is a web-based compilation of guidance and tools developed by EcoAgriculture Partners to aid in planning and monitoring multi-objective landscape partnerships that seek to protect biodiversity, produce food sustainably, and secure rural livelihoods. **http://landscapemeasures.info/**

Negotiation Support Toolkit for Learning Landscapes was compiled by World Agroforestry Centre with tools that have been tested and refined over ICRAF's experience with multi-stakeholder processes in Southeast Asia. The toolkit includes participatory landscape appraisals, rapid market appraisals, trade-off matrices, computable models for ecological conditions at a landscape scale, and rapid governance assessments. **http://www.worldagroforestry.org/publication/negotiation-support-toolkit-learning-landscapes**

Public-Private-Civic Partnerships for Sustainable Landscapes: A Practical Guide for Conveners, was developed by IDH and EcoAgriculture Partners to provide guidance to landscape conveners in landscape partnerships, based on experience from the ISLA program and EcoAgriculture's synthesis and analysis. **http://ecoagriculture.org/publication/public-private-civic-partnerships-for-sustainable-landscapes/**

Spatial Planning and Monitoring Guide, developed by EcoAgriculture Partners, provides an overview of the process for the use of maps in cross-sectoral collaborations to locate, design and monitor interventions in rural landscapes. **http://ecoagriculture.org/publication/a-landscape-perspective-on-monitoring-evaluation-for-sustainable-land-management/spatial-planning-and-monitoring-of-landscape-interventions-maps-to-link-people-with-their-landscapes/**

Restoration Opportunity Assessment Methodology (ROAM), a tool from IUCN, Wageningen-CDI, and WRI, helps to identify priority landscapes at national and sub-national levels for restoration and supports program planning for landscape restoration activities. **http://www.forestlandscaperestoration.org/tool/roam-online-step-step-guide**

StakeHolder Approach to Risk-informed and Evidence-based Decision-making (SHARED), a decision-making process developed by the World Agroforestry Centre, helps to facilitate collaborative learning and co-negotiation among all stakeholders to achieve mutually agreed upon development outcomes. **http://www.worldagroforestry.org/shared**

Landscape Impact Measurement Tools

The Committee on Sustainability Assessment and Conservation International are leading an effort to develop landscape performance measures in coffee regions with the Coalition of Coffee Communities and a group of major coffee roasters and supply chain partners.

International Finance Corporation (IFC) has developed and implemented performance standards, including a number of specific standards (PS #6) that require an assessment of landscape-level risk related to natural resource management, e.g. water and biodiversity. The World Bank's safeguards also include meaningful elements for considering ecological and social impact at larger scales that could form the basis for collaborative investment and impact monitoring among partners.

Landscape Measures Framework, developed by EcoAgriculture Partners, is an analytical framework for assessing impacts of landscapes along dimensions of sustainable agricultural productivity, biodiversity and ecosystems, livelihoods, and institutions working with a range of global experts. **http://ecoagriculture. org/wp-content/uploads/2015/09/Discussion-Paper-Understanding-Ecoagriculture-A-Framework-for-Measuring-Landscape-Performance.pdf**

Sustainable Agriculture Network and Rainforest Alliance are implementing a global monitoring initiative to track the attributes and effects of sustainability standards, certification, and associated technical assistance projects in and around productive landscapes. Since 2015, Rainforest Alliance has supported M&E technical assistance projects in Kenya, China, India, Vietnam, Rwanda, Ghana, Peru, Ecuador, CoteD'Ivoire, Indonesia, Papua New Guinea, and Madagascar.

VCS's Landscape Standard is a global sustainable production standard to assess social and environmental outcomes at the landscape scale, linking local production to emerging green supply chain incentives and diversified sources of finance. It aims to focus on a small number of high-value metrics; streamline the monitoring of outcomes at the landscape scale; and mobilize private-sector investment in low-carbon, zero-deforestation commodity production. **http://www.v-c-s.org/project/landscape-standard/**

The World Agroforestry Centre's Stakeholder Approach to Risk-Informed and Evidence-based Decision-Making (SHARED) tool supports collaborative learning and co-negotiation of decisions to achieve mutually agreed upon goals within landscapes. This includes methods for developing landscape impact measurement frameworks. **http://www.worldagroforestry.org/shared**

Land Health Surveillance, from The World Agroforesty Centre, is another evidence-based framework for helping stakeholders' better plan, monitor and evaluate interventions that are designed to improve land health through preventive and restorative actions in landscapes. **http://www.worldagroforestry.org/landhealth**

International Initiatives Advancing ILM

20 x 20 initiative in Latin America is a national government-led effort to bring 27.7 million hectares of degraded or deforested land into restoration by 2020. The country commitments are supported by impact investors, bilateral and multilateral funders, research institutes, and civil society organizations, and supported internationally by the Bonn Challenge and the New York Forest Agenda.

The AFR100 in Africa is a country-led effort to bring 100 million hectares of land into restoration by 2030, led by the World Resources Institute and NEPAD. To date, 21 African nations have signed onto AFR100 and committed restoring a combined 63.3 million hectares of land.

African Resilient Landscapes Initiative, endorsed by NEPAD, was developed in 2015 to generate political commitments from African governments to create policy supportive of investment in sustainable landscapes. It is being implemented through AFR100, the African Landscapes Action Plan, TerrAfrica and other regional programs.

FAO established the Forest and Landscape Restoration Mechanism (FLR Mechanism) to support the scaling up, monitoring and reporting of FLR activities internationally. **http://www.fao.org/in-action/forest-landscape-restoration-mechanism/background/en/**

Global Landscapes Forum provides a science-led, multi-sector, and independent platform to share knowledge and develop initiatives to build more resilient, diverse, equitable and productive landscapes. The GLF Secretariat, formerly managed by CIFOR, is now independent and based in Bonn, Germany. **www.landscapes.org**

Governors' Climate and Forests Task Force, a sub-national collaboration among 29 states and provinces in Brazil, Indonesia, Ivory Coast, Mexico, Nigeria, Peru, Spain, and the United States, is advancing jurisdictional programs to promote low-emissions rural development and REDD+. **http://www.gcftaskforce.org/**

Paris Climate Agreement - Nationally Determined Contributions embracing landscape strategies for climate action. A number of countries have included ILM in their strategies to implement the Sustainable Development Goals, National Biodiversity Action Plans, and Intended Nationally Determined Climate Action Plans, including Burkina Faso, Ethiopia, Kenya, South Africa, and Ecuador. El Salvador and Rwanda have "border-to-border" landscape restoration initiatives encompassing agriculture, water, climate, and forest objectives. **http://unfccc.int/paris_agreement/items/9485.php**

Landscape Finance Initiatives

The Coalition for Private Investment in Conservation is a global multi-stakeholder initiative focused on enabling conditions that support a material increase in private, return-seeking investment in conservation. It aims to facilitate the scaling of conservation investment by creating models ("blueprints") for the successful delivery of investable priority conservation projects, connect pipeline providers of such projects with deal structuring support, and convene conservation project delivery parties with investors to execute investable deals. **http://cpicfinance.com/**

The Forest and Farm Facility (FFF) funds partnership agreements and small grants with smallholder, women, community and Indigenous Peoples' producer organizations and governments to strengthen local organizations, share information and catalyze multi-sectoral stakeholder policy platforms with governments at local and national levels **http://www.fao.org/partnerships/forest-farm-facility/en/**

Forests, Farms and Finance Initiative (Earth Innovation Institute) seeks to address these problems by linking incentives for more environmentally and socially responsible agricultural commodities production with initiatives to reduce deforestation and other environmental degradation. **http://earthinnovation.org/our-work/global/forests-farms-finance-initiative/**

Global Environment Facility. The Global Environment Facility has supported 295 integrated landscape projects, which represents about 7 percent of their total portfolio. Direct funding from GEF to these projects has been $1.24 billion. **https://www.thegef.org**

Tropical Landscape Finance Facility, a UNEP initiative, uses public funding to unlock private finance in renewable energy production, and sustainable landscape management that reduces deforestation and forest degradation and restores degraded lands. **http://tlffindonesia.org/**

WWF Landscapes Finance Lab develops and finances sustainable landscapes in some of the world's most biodiverse regions. The lab explores innovative ways to harness the power of public and private finance for long-term and large-scale impact on sustainable development, climate change mitigation, and deforestation-free trade chains. **http://wwf.panda.org/wwf_news/?284390/Landscape-Elements/**

Impact Investment Funds

Althelia, with a special emphasis on sustainable land-use, biodiversity and ecosystem services, seeks to leverage investment that simultaneously catalyses a range of positive impacts on climate, environment and livelihoods. **https://althelia.com/**

The Moringa Fund SICAR is an investment vehicle with a final targeted size of €100m that invests in profitable larger-scale agroforestry projects with high environmental and social impacts. Moringa invests in Latin America and sub-Saharan Africa via equity and quasi-equity investments to promote agroforestry as a sustainable practice. **http://www.moringapartnership.com/**

Land Degradation Neutrality Fund is set up as a coordination platform for blended finance. It is a Public-Private Partnership for institutional investors, impact investors, and development finance institutions and donors committed to support land degradation neutrality. **http://www.unccd.int/Lists/SiteDocumentLibrary/Publications/2015_ldn_fund_brochure_eng.pdf**

Livelihoods Fund for Family Farming (L3F) finances project developers to implement initiatives with rural farming communities to restore their ecosystems and improve their productivity and livelihoods. Investors include companies seeking to transform their supply chains, private impact investors and public development institutions seeking to maximize their social and environmental impact. **http://www.livelihoods.eu/l3f/**

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