Making the Case for Forest Restoration

A guide to engaging companies
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This report has been produced by IUCN’s Global Forest and Climate Change Programme, funded by Norad from the Norwegian government and UKaid from the UK government.

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Published by: IUCN, Gland, Switzerland

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Citation: IUCN (2016). Making the Case for Forest Restoration: A guide to engaging companies. Gland, Switzerland: IUCN.

Cover Photo: Borut Trdina/iStock 2014

Available From: IUCN (International Union for Conservation of Nature)
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We would like to thank the following for their time, insights, and assistance with this project.

Aditya Birla Group
CIFOR
Form International
IPIECA
Nespresso
PwC
Rio Tinto
RWE
Royal Dutch Shell
Syngenta
Total
Unilever

World Business Council for Sustainable Development and its working groups:
- Ecosystems & Landscape Management
- Food & Biomaterials Solutions
- Forest Solutions
In December 2015, 195 countries adopted a landmark climate agreement under the United Nations Framework Convention on Climate Change 21st Conference of the Parties (UNFCCC COP21) in Paris. Among other things, the Paris Agreement reaffirmed the importance of forests in reducing carbon emissions. Moreover, it sent a long-awaited signal to the private sector that now is the time to invest in the low-carbon economy.

Now, with adoption of the Paris Agreement, the 2030 Agenda for Sustainable Development, the 2014 New York Declaration on Forests at the UN Summit, the 2011 Bonn Challenge, and other public and private initiatives, we are seeing mainstream acknowledgement of the need to sustainably manage our forests and restore those that have been degraded – and acknowledgement that the private sector has a key role to play in achieving such initiatives.

Realising the full benefits that forests provide and the planet so dearly needs requires more than simply keeping current forests standing. It means restoring deforested and degraded lands across landscapes to regain their ecological integrity and realize their full potential for climate change mitigation and adaptation, supporting biodiversity, protected watersheds, and alleviating poverty.

Nongovernmental and non-profit organizations – and some corporate leaders – have long advocated for private sector engagement in forest landscape restoration. Now seems to be an unprecedented window of opportunity for companies and NGOs to work together to advance the world’s goals on protecting the planet.
Forest landscape restoration is an approach to restoring deforested and degraded land. It involves bringing together people with diverse and diverging views and interests to create a plan in which both people and nature win. It recognises that it is possible, sometimes even desirable, to have multiple land uses in one landscape: natural forests, plantation forests, protected areas, agroforestry, and farming. The end goal is forests that work.

In any area with potential for restoration, companies are likely to be key players. They may buy crops from local farmers, own plantation forests, or draw on the water supply. They may want to compensate for past deforestation. They may have operations in the community and employ local people. They may be keen to offset their carbon or water footprint. Regardless, non-governmental organisations (NGOs) and others who want to promote restoring forests need to understand how to communicate effectively with companies.

We created this guide to help NGOs and others who want to engage constructively with companies on forest restoration. The recommendations, information, and resources are based on interviews and surveys of corporate leaders, other studies and reports on topics such as communicating for conservation and corporate–NGO engagement, and our experience working with the private sector. Where possible, we use business leaders’ own words.

We hope you find this guide helpful in your work to increase forest restoration!
II. RECOMMENDATIONS

1. KNOW YOUR DESIRED OUTCOME

Start by defining your sector and company-specific strategy

"NGOs really have to target the companies they want to approach for forest restoration."

– Advice from a corporate leader

Your end goal should be the starting point. Before engaging with companies, ask: how does working with the private sector advance your mission? It is essential to start with a clear idea of actions you want from specific companies or industries. If you are already working with companies, it is never too late to step back and define your corporate engagement strategy. Define your sector and build your strategy around related actions.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Examples of actions in a forest landscape context</th>
</tr>
</thead>
</table>
| Agriculture                 | • Adopt agroforestry systems  
• Expand multi-cropping schemes  
• Equitably compensate small-scale suppliers for forest restoration  
• Intensify agriculture production so that fewer forests need to be cleared |
| Beverage, Bottling          | • Restore forests in watersheds  
• Help create a payment for environmental services scheme for water |
| Consumer Goods              | • Purchase from suppliers who are actively restoring forests  
• Promote their support of forest restoration to consumers |
| Extractives, Energy         | • Invest in forest restoration to offset carbon footprint and compensate for impacts |
| Finance, Banking, Investment| • Offer favorable financing for restoration  
• Adopt more rigorous lending policies favoring companies engaging in forest restoration |
| Pulp, Paper, Timber         | • Sustainably use native species as a timber source  
• Equitably compensate small-scale suppliers for forest restoration  
• Adopt silviculture practices |
2. UNDERSTAND THE COMPANY YOU PLAN TO APPROACH

Do your homework, and make sure to listen

Companies want NGOs to do their homework before approaching them. The “private sector” is not a singular entity. NGOs need to take stock of the specific company’s situation in the specific landscape targeted for restoration. Company leaders offer these additional suggestions:

- “Study the companies, see what they do, what would inspire and motivate them.”
- “Approach industry on the values they claim they have.”
- “The closer forests are to their core business, the easier it is to make the case for restoration.”

Here are some things you need to know:

- How is the company dependent on forests directly or indirectly? How core are forests to their business?
- What are the company’s environmental and social challenges?
- Does the company have control over the deforested/degraded lands you want restored?
- Who are their existing local partners?
- What commitments related to forest or land use has the company made? Are they implementing them?
- What is their sustainability policy and strategy?
- What is the company’s mission, vision, values?

Once you get a meeting, don’t start with pitching the company an idea. Listen to what they have to say about their needs and interest in engaging in forest restoration. Ask them what they see are the problems or risks that forest restoration might address and opportunities that it might offer.

How close are forests to the company’s core business?

Forests can be central to a company’s operations or play important indirect roles. It’s critical to understand how forests fit into the company’s business model, as demonstrated in the graphic to the right.

A model of forests from the view of business

- Are core to their business: raw material or community
- Provide vital ecosystem services*
- Are impacted by operations & must be restored, offset, or compensated
- Are new revenue stream
- Benefit local communities

*increase crop yields, protect water-sheds, sequester carbon, etc.
Segmenting your audience and customising messages is a basic communications practice. Companies are not monolithic entities; they are comprised of people. Messages often resonate differently based on the person’s role.

The message is not the only consideration. You should also think about the format, length, and content of the presentation, as well as who on your team should be presenting. Match the messenger to the audience. It is always better to have your forestry expert talk to theirs, or your economist talk to their finance staff. Bring in your expert partners, too.

A frequent question is to what degree emotion and inspiration should play a role in making your case for forest restoration to a company. Everyone has emotions, of course, and studies repeatedly show that people are more motivated by a hopeful, optimistic tone than fearmongering. When you are talking to businesspeople, however, tread carefully. They may be passionate conservationists, but in their work life their obligation is to meet their company’s goals. This means any project they embrace must make good business sense in addition to benefiting the environment and people.

Considerations for message framing

How do we make the information clear and compelling without oversimplifying the science?
- Headline what is most important
- Use visuals, such as infographics and photos
- Agree on non-technical language to use with people who are not scientists or subject-matter experts

How do we make theories tangible?
- Show real-life success stories, such as before-and-after pictures
- Use graphs and charts that show positive results
- Use stakeholder testimonials

How do we move people to action?
- Make clear, direct requests, but be reasonable about what you are asking
- Create a sense of urgency, a window of opportunity to act

How do we inspire?
- Paint a picture of the desired future in positive, achievable terms
- Share stories of people who have benefitted from your work

How do we demonstrate our expertise?
- Showcase your staff, partners, and successes in other projects
- Share third-party stories and testimonials

3 See additional resources in Section V: Tools & resources.

Senior managers have a different take than the sustainability people. They [senior managers] want to know about the financial opportunities and reputational impact.”
– Advice from a corporate leader
<table>
<thead>
<tr>
<th>If you are talking to someone in...</th>
<th>Show how the proposed project...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability/Corporate Social Responsibility/Health, Safety and Environment</td>
<td>...aligns with their stated sustainability and human well-being goals. Talk about solutions. Demonstrate that your NGO can add additional expertise or innovation. Use conservation language.</td>
</tr>
<tr>
<td>Finance</td>
<td>...makes sense financially: reduces costs and/or increases revenue. Use numbers. Talk about return on investment.</td>
</tr>
<tr>
<td>Operations</td>
<td>...is doable and/or addresses a known or potential risk. Talk about solutions. Show timelines, action plans, metrics. Show examples of where the proposed solution has worked in similar situations.</td>
</tr>
<tr>
<td>Marketing/Communications/Public Affairs</td>
<td>...aligns with and enhances the brand and/or offers an opportunity for positive visibility. Show how a communications plan for the project might be approached.</td>
</tr>
<tr>
<td>Forest Management</td>
<td>...is technically feasible. Talk about the science. Show examples of where the proposed solution has worked in similar situations.</td>
</tr>
<tr>
<td>External Affairs/Policy</td>
<td>...enhances their reputation in the local community and with key partners (governments, suppliers, vendors) and/or reduces reputational risk, and helps meet regulatory requirements. Talk about opportunities and risks and about industry leadership. Describe how the engagement might boost employee engagement and morale.</td>
</tr>
<tr>
<td>Senior Management</td>
<td>...aligns with the vision and values, particularly the personal vision of the CEO. Give the big picture, strategic view. Keep it concise and direct.</td>
</tr>
</tbody>
</table>
4. SPEAK THE LANGUAGE OF BUSINESS

Show how forest restoration is good business

“
If we undertake a project, it is because it is delivering corporate value.”

– Advice from a corporate leader

You don’t have to have an MBA to talk to company executives, but you do need to understand the basics. Know how to talk about opportunities and risks and be able to describe how participating in forest restoration could benefit the company in concrete ways.

Remember: The closer forests are to the core business, the easier it is to make the case for restoration. Conversely, the farther forests are from the business, the more you have to make the connection and explain how the company benefits or faces risks. Show the company that forest restoration is their business.

FOUR BUSINESS BENEFITS OF ECOSYSTEM SERVICES

• Reduce Risk
• Cut Costs
• Enhance Brand
• Fuel Growth

– From The New Business Imperative: Valuing Natural Capital presented by Corporate Eco Forum

When possible, don’t just talk about reducing risk, talk about the positive – the opportunities and the benefits. As one company leader stated: “While you need to acknowledge the risks and impacts, companies love to talk about opportunities. What will have the biggest reward for the environment and the business?”

In addition to talking about the business benefits, avoid conservation jargon, buzzwords, and acronyms. As one interviewee put it: “With our NGO partner, they are experts, and they are very technical. We have to retranslate what they say internally so it makes sense from a business point of view. We don’t use the same words.”

Don’t assume what people know. Using language that is not conservation-specific is not “dumbing down”; it is making your communications accessible to people who are not scientists or conservationists (the exception being sustainability people). As another businessperson pointed out, the conservation community does not always agree on terminology: every NGO has their own conceptual framework and definitions. Use the most straightforward language possible until you know your audience.
5. MAKE THE BUSINESS CASE SPECIFIC TO THE COMPANY

There is no one-size-fits-all approach

NGOs have to have a clearer understanding of how the company is dependent on natural capital. They need proof points, rationale.”

– Advice from a corporate leader

There is a difference between making a general case for restoring forests and the business case. A general case describes the importance and urgency of forest restoration and clearly states benefits for people and the planet. It should use facts and figures, and it should be inspirational and compelling. A good case persuades.

A business case outlines why a company should spend money. Arguments need to be grounded in fact and financial information must be included. A business case should not only address return on investment, but also how the proposed project supports the company’s sustainability values and strategy.5

Profit is not the only consideration in making a business case. Many companies look to balance profit, people, and the planet. As one corporate executive puts it: “Remember we use three pillars [to make decisions]: economic, social, and environmental. . . . We have to make decisions on all three.”

The more specific the business case is to the company, the more persuasive it is likely to be. You don’t need to have all of the data in your first meeting; fact-finding should be a goal of your first few encounters. But ultimately, for a company to make a major investment of its money and resources, it has to make business sense. “We are trying to understand the commercial benefits [of forest restoration] and help convince others that there is a business case, but we need evidence,” says one corporate executive.

<table>
<thead>
<tr>
<th>Sector</th>
<th>What businesses say in their own words about the potential benefits of forest landscape restoration6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>“Ensure long-term supply of crops; help farmers produce more and better yields”</td>
</tr>
<tr>
<td></td>
<td>“Improve soil quality”</td>
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<tr>
<td></td>
<td>“Manage water supply”</td>
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<tr>
<td></td>
<td>“Mitigate carbon emissions”</td>
</tr>
<tr>
<td>Beverage, Bottling</td>
<td>“Reduce sedimentation and erosion”</td>
</tr>
<tr>
<td></td>
<td>“Ensure long-term water supply”</td>
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<tr>
<td></td>
<td>“Restore forests in watersheds”</td>
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<td>“Help create a payment for environmental services scheme for water”</td>
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<tr>
<td>Consumer Goods</td>
<td>“Reduce carbon footprint in supply chain”</td>
</tr>
<tr>
<td>Extractives, Energy</td>
<td>“Mitigate carbon emissions”</td>
</tr>
<tr>
<td></td>
<td>“Improve reputation with the local community and government authorities”</td>
</tr>
<tr>
<td>Pulp, Paper, Timber</td>
<td>“Ensure long-term sustainability of supply chain”</td>
</tr>
</tbody>
</table>

5 For resources on building a business case, see Section V: Tools & resources.
6 Direct quotes taken from surveys and interviews. In some cases the respondents are speaking for industries other than their own. The list is not intended to be exhaustive.
6. PROVIDE SUCCESS STORIES

Show concrete examples of where forest restoration has worked

You have to be able to reference similar success stories. It is not good enough to make promises that all sorts of trees will be planted and it will be good for the environment.”

– Advice from a corporate leader

Companies are eager to see sector-specific, real examples of how forest restoration works.

Examples help persuade skeptics and demonstrate that you have done your homework and are not reinventing the wheel. As one corporate executive put it: “Leadership through example is the best way to convey your message.”

Success stories7 from other projects also aid your company contact in making the case within his/her organization. “Really, the issue is, how do I convince my boss that this is worth doing? NGOs have to help businesspeople answer that question!”

7 Also called “case studies”, but not to be confused with a business case.
The value of cash versus non-cash support is perhaps one of the biggest areas of difference between NGOs and corporations. Many companies perceive that NGOs just want funding for projects they have already created. However, oftentimes companies would rather forge strategic partnerships with NGOs where they participate in developing solutions and then bring to bear a range of assets for implementation.

When you are developing your engagement strategy for a company, think about all the ways you might work together. Ask what resources, in addition to funding, the company might make available. For example:

- In-house expertise
- Policy advocacy
- Opening the door to suppliers or vendors
- Convening power
- Marketing and media resources to promote a project
- Research capabilities
- Project management support
- Access to customers and/or local partners for a community awareness campaign

Industry is not seen [by NGOs] as someone who can contribute solutions. NGOs involve industry when the plan is already decided, and the company is only a financial means.”

— Advice from a corporate leader

Over the last 15 to 20 years, companies have increasingly moved towards higher value partnerships with NGOs – fewer, bigger relationships that help the company actualize their strategy and align with their brand.

For a company to choose to partner with an NGO, even on a project basis, it has to believe that the NGO adds value. The value could be technical expertise, relationships with the local community or local authorities, a large membership, or a respected brand.

**Advice from corporate leaders:**

What makes for a good NGO partner?⁹

- Expertise we can’t get from our own people or university partner
- NGOs that know the issues rather than talking about theory
- One that sticks to its ethics and code of values
- We are aligned in terms of key objectives on the particular piece of work
- A good working relationship and transparency
- Open communications
- Knowledge of stakeholders in the area [project site]
- We want to be [constructively] challenged
- Flexibility
- They have already done their due diligence [before approaching a company]

Companies and NGOs do not have to be completely aligned to work together. One corporate executive advises NGOs: “You can work together with a company on a particular project; you don’t have to align on everything.”

### Best practices for engaging with companies

1. **Start with the right attitude**

It is important to view the company as a true collaborative partner, not just a funder. When asked what advice they have for NGOs wanting to engage with business for forest restoration, several executives said: “Don’t start off with blaming business.” This is understandable. Taking an adversarial or confrontational stance is not the way to begin a relationship.¹⁰ Instead, ask: What solutions for people and nature can we achieve by working together?

2. **Design an effective project**

Well-conceived projects are the foundation of a good relationship.¹¹ It is well worth investing time in the start-up period to ensure that you have a project that will deliver clear environmental and social benefits, as well as business value. Work together with your corporate partner to co-design the project.

3. **Be realistic**

Don’t overpromise. Align your projected results with the resources that are actually available for the project. NGOs can sometimes underestimate the human resources needed for their work. Also, be sure to set a realistic timetable. Companies expect you to deliver against a timetable for a reasonable cost. You know the saying: Better to under-promise and over-deliver. It is also important to be realistic about how much change a company can make and how much influence the person you are talking to has within a global entity.

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⁹ Direct quotes from survey participants or interviewees.

¹⁰ Remember this guide is intended for NGOs wanting to partner with companies, not activist or advocacy NGOs.

Communicate often and openly
Poor communications is an often-cited reason for unsatisfactory relationships. It is important to establish parameters for how the parties will communicate through the life of the partnership. Are you going to establish a working group? What reports are expected and when? How will you keep your and the company’s senior managers informed? How will you get cooperation from other departments and inform your respective staff about the partnership? Remember, too, that your own internal communications can help manage expectations about the project.

Keep external audiences informed
In addition to internal communications, it is equally important to agree on a plan for external communications at the outset of the project. Public transparency (while respecting confidentiality) about the partnership is important for everyone’s credibility. Does the company have expectations of making a big splash about the partnership? Are those expectations in line with the expected results? And finally, make sure to budget for your communications plan.

A COMMUNICATIONS PLAN CHECKLIST
• Define your audience and the actions desired by each audience.
• Determine the best communications vehicles to reach each audience.
• Establish roles and responsibilities for your NGO and your corporate partner.
• Create a schedule for internal and external communications.
• Train spokespeople.
• Plan opportunities to document and celebrate project successes.
• Allocate an appropriate budget.
• Identify potential reputational risks and ways to mitigate them.

Measure and report on success
Companies live in a world of metrics. According to one executive: “We always want KPIs [key performance indicators], cost-benefits, and timelines. That’s how we work.” Start with defining success and agreeing on how to measure it. Having a good system of measurement is essential not only for monitoring progress, but also for persuading senior managers – of both the NGO and the company – of the value of the endeavor. Documenting successes and lessons learned is also vital to building the body of knowledge about forest and landscape restoration and thus attracting more support.\textsuperscript{12}

Be able to move at the speed of business
It can take a long time to negotiate a corporate engagement, easily 12 to 18 months from initial discussions to contract. But once the agreement is inked, be ready to move quickly. Companies are often more accustomed, and have the resources, to rapidly retool and change gears. NGOs similarly have to be able to be nimble. One of the biggest challenges for NGOs is not having sufficient bandwidth to do everything they want to accomplish. It is essential to a successful relationship to have open conversations internally about your organization’s capacity and to be forthright with your prospective corporate partner.

Be Flexible
Count on things changing during your relationship with a company. Staff on either side can transition, leadership can change – and with it a change in priorities – and the external situation can shift. “A partnership could go over several years and things can change over time. You have to be flexible,” says one company interviewee.

HOW CORPORATIONS VIEW NGOS
• Trusted Partners – Corporate-friendly, highly credible, long-term partners with easy-to-find public success stories
• Useful Resources – Highly credible organizations known for creating helpful frameworks and services for corporate partners
• Brand-Challenged – Credible but not influential organizations
• The Uninvited – Less broadly known groups, or those viewed more as critics than partners
There is no standard format for presenting a business case. The outline below contains what is often included. Remember to keep it short and succinct and ensure that it answers the core question of why the company should spend money on forest and landscape restoration. Keep to the facts; this is not the place for emotional appeals. Nevertheless, make sure to explain how nature and people will benefit, in addition to the company. The case is not written in a vacuum by the NGO; you will need to work with your corporate contact to gather company-specific information.

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>Brief summary of the key points</td>
</tr>
<tr>
<td>Problem Statement</td>
<td>The issue facing the company (e.g., risk to raw materials or the supply chain, desire to cut expenses, licensing issues, desire to meet carbon sequestration goals, desire to support the local community where they operate, opportunity to generate new revenue streams, need to distinguish their brand, opportunity for sustainability leadership).</td>
</tr>
<tr>
<td></td>
<td>Urgency or timeliness of resolving the issue</td>
</tr>
<tr>
<td></td>
<td>The opportunity cost: the cost of not proceeding with the proposed investment</td>
</tr>
<tr>
<td>Proposed Solution</td>
<td>Summary of the project being proposed</td>
</tr>
<tr>
<td></td>
<td>Direct and indirect benefits to the company; how it addresses the problem above</td>
</tr>
<tr>
<td></td>
<td>Benefits to the environment, local people, other actors in the landscape</td>
</tr>
<tr>
<td></td>
<td>Comparison to other potential solutions</td>
</tr>
<tr>
<td></td>
<td>Evidence of success of similar projects (“success stories”)</td>
</tr>
<tr>
<td></td>
<td>Explanation of anything you are hoping to learn</td>
</tr>
<tr>
<td>Project Budget</td>
<td>Total costs of the project and projected revenue from all sources (private sector, government, philanthropy, etc.)</td>
</tr>
<tr>
<td></td>
<td>If it is a first phase or pilot, estimate costs of subsequent phases or full implementation if possible</td>
</tr>
<tr>
<td>Investment Needed</td>
<td>Funding and resources being requested of the company</td>
</tr>
<tr>
<td>Financial Analysis</td>
<td>Projected return on investment over a defined period of time</td>
</tr>
<tr>
<td></td>
<td>How and when costs will be recouped, savings realized, or income generated</td>
</tr>
<tr>
<td>Assumptions and Constraints</td>
<td>Assumptions that have been made, for example, about available resources, costs, political situation, willingness of stakeholders to participate</td>
</tr>
<tr>
<td>Critical Success Factors</td>
<td>The few elements essential to the success of the project</td>
</tr>
<tr>
<td>Risks</td>
<td>Identification of potential risks and plans to mitigate them</td>
</tr>
<tr>
<td>Project Description</td>
<td>Details of the project. Include human and other resources required for implement, measureable goals, timeline</td>
</tr>
<tr>
<td>Key Staff</td>
<td>Lead staff and the manager accountable for the project’s success</td>
</tr>
</tbody>
</table>
V. TOOLS & RESOURCES

1. On forest landscape restoration

   Center for International Forestry Research (CIFOR)
   http://www.cifor.org

   Global Landscapes Forum
   http://www.landscapes.org

   Global Partnership on Forest Landscape Restoration
   http://forestlandscaperestoration.org

   Global Partnership on Forest Landscape Restoration Learning Network
   http://forestlandscaperestoration.ning.com/

   International Union for Conservation of Nature (IUCN), Global Forest and Climate Change Programme
   http://www.iucn.org/forest

   IUCN's forest landscape restoration work
   http://www.iucn.org/FLR

   IUCN's Restoration Opportunities Assessment Methodology
   http://www.iucn.org/ROAM

   Landscapes for People, Food and Nature
   http://peoplefoodandnature.org

   Society for Ecological Restoration
   http://ser.org/home

   The Forests Dialogue

2. On communicating for conservation

   Climate Communications and Behavior Change.
   Climate Leadership Initiative, 2010

   IUCN's Commission on Education and Communication (CEC), various resources for communications
   http://www.cectalksnature.org/resources

   Communicating for Conservation: A communications toolkit for Caribbean civil society organizations working in biodiversity conservation. Caribbean Natural Resources Institute, 2012

   New Rules, New Game and Branding Biodiversity. Various other resources on communications

   Promoting Sustainable Behavior: A guide to successful communications. UC Berkeley, 2010
   http://sustainability.berkeley.edu/sites/default/files/Promoting_Sustain_Behavior_Primer.pdf
3. On building a business case
There are scores of websites and organizations promoting increased private sector engagement in sustainability. Below are a few resources that we found particularly useful, although not necessarily specific to forest landscape restoration. Some are designed for NGOs and others for business. We included the resources written for business to help provide insight into their perspective.

**CERES**
http://www.ceres.org/roadmap-assessment
- Includes elements of a sustainable business strategy for companies; see other resources on the site for corporate progress on integrating sustainability practices into their business.

**Corporate Eco-Forum**
- Describes the business benefits of ecosystem services (“natural capital”) and case studies of corporate commitments.

**Economics of Land Degradation (ELD)**
- Assesses businesses’ exposure to land degradation risk and the opportunities in sustainable land management and includes case studies.
http://eld-initiative.org/index.php?id=70
- Scientific and business cases:

**Global Partnership on Forest and Landscape Restoration**
http://www.forestlandscaperestoration.org/case-study/learning-sites
- Contains examples of where restoration is being implemented.

**Futerra**
http://business-case-builder.com
- Is a toolkit for business to help create the business case for sustainability and identifies six drivers of business value: regulation, reputation, risk, reputation, market, sales, and innovation.

**International Union for Conservation of Nature (IUCN)**
http://www.iucn.org/theme/business-and-biodiversity
- Features partnerships under the IUCN’s business and biodiversity program
https://portals.iucn.org/library/node/10310
- Is a guide to investing in locally controlled forestry.

**Landscapes for People Food and Nature**

**Natural Capital Business Hub**
- Provides practical approaches for companies seeking to incorporate ecosystems within their business strategies.

**The Economics of Ecosystems and Biodiversity (TEEB for Business)**
http://www.teebweb.org/media/2012/01/TEEB-For-Business.pdf
- Is a comprehensive report that looks at drivers of biodiversity loss and ecosystem decline and shows how they present risk and opportunities to a wide range of businesses.

**The Nature Conservancy**
http://www.nature.org/about-us/working-with-companies/case-studies-for-green-infrastructure.pdf
- Includes case studies supporting green infrastructure projects by companies.
UN Global Compact and Accenture
• Features CEO reflections on sustainability, based on in-depth interviews with global leaders and surveys of UNGC members.

World Business Council for Sustainable Development (WBCSD)
http://www.wbcsd.org/work-program/focus-areas/ecosystems/restoringdegradedland.aspx
• Why restoring degraded land matters to business. (See download on “Restoring Degraded Land: Business Solution Overview”)
http://www.wbcsd.org/work-program/ecosystems.aspx
• Resources for Business Solutions for Ecosystems and Landscape Management.
http://www.wbcsd.org/Pages/eNews/eNewsDetails.aspx?ID=16480&NoSearchContextKey=true
• Collaboration on developing and mainstreaming sustainable landscape management approaches.

World Economic Forum
• Is a briefing on the business risks of biodiversity loss.

World Resources Institute (WRI)
• Highlights business implications from ecosystem-related challenges.
http://www.wri.org/sites/default/files/corporate_ecosystem_services_review_1.pdf
• Features business risks and opportunities from ecosystem services.