Influencing Businesses To Secure International Public Goods
Business Engagement Training Workshop (SRJS, Ghana-Ho)
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1.0 Introduction
As part of activities under the Shared Resources Joint Solutions programme, a two day training workshop was organized to build the capacities of Civil Society Organizations in business engagement strategies, geared towards influencing corporate practices that value and conserve international public goods. A total of 32 representatives from Civil Society Organizations (CSOs) within the 2 target landscapes of the Shared Resources, Joint Solutions (SRJS) programme (Mole and Weto landscapes) in Ghana benefited from the 2 day training. The group included representatives from 22 national and regional Civil Society Organizations, the Ghana Environmental Protection Agency, Private Sector Federation and Blue Skies Fruit Company Limited-Ghana.

1.2 About the Shared Resources, Joint Solutions Programme (SRJS)
The Shared Resources, Joint Solutions (SRJS) programme aims to help CSOs increase their influence in multi-stakeholder partnerships with governments and business and also strengthen their leverage in successfully advocating for inclusive green development. The ultimate goal of this programme is to protect global public goods, while enhancing ecosystem services, water supply, climate resilience and food security. The SRJS programme is focused on nine target landscapes across 16 countries, including Africa (Benin, Burkina Faso, Ghana, Madagascar, Mozambique, Tanzania, Uganda and Zambia); South East Asia (Cambodia, Indonesia, Myanmar and the Philippines) and South America (Bolivia, Guiana, Paraguay and Suriname). Over the next year, the Business and Biodiversity Programme will support training, capacity building and strategic development opportunities in the African landscapes.

2.0 Goal of the Business Engagement Training
The overall goal of the training was geared towards enabling participants to gain knowledge and skills necessary to develop business engagement strategies to transform business policies and practices that value and conserves international public goods. The workshop was designed in a participatory manner to encourage action learning and peer-exchange. The training was structured to achieve the following objectives:

i. Create a shared understanding of why Business Engagement is necessary to secure international public goods;

ii. Clarify how different types of Business Engagement can be used at different stages, in particular for companies to appreciate the importance of nature and manage their impacts and levels (i.e. at different levels: landscape, sub-national and national);

iii. Build blocks for designing transformational engagements with businesses especially, risk and opportunity assessment; engagement approach and business case.

Facilitation of the workshop was by McCormick Nadine with the Global Business and Biodiversity Programme (IUCN); Romie Goedicke, Senior Expert, Green Economy at IUCN Netherlands Committee and Venan Sondo, a Business Consultant formally with Price
Waterhouse Coopers Ghana. In country organization was led by Leonie Siamah, Business Engagement Officer of A Rocha Ghana, with support from Jonathan Gakpo of the Development Institute and Saadia Bobtoya of IUCN Ghana.

3.0 Workshop Activity Highlights
The training workshop was categorized into four segments. Each day of the training focused on two thematic areas.

3.1 Framing – what is the situation in Ghana with regards to business and sustainable development?
Day one of the training framed the business situation in Ghana with regards to environmental sustainability and the need for CSOs engagement with businesses. A short group exercise defined what could be classified as a ‘business’ in Ghana by considering the differences and similarities between artisanal producers and large multi-national companies. In the end, it was established that, all companies/businesses produce goods or services to generate value for their owner(s) through their operations. A presentation by Romie Goedicke highlighted the facts that, businesses impact and depend on ecosystems services which results in varying degree of both business risks and opportunities, depending on their sector and size. The opportunities for engagement therefore offers civil society organizations avenues to change business practices that have negative impacts on the environment, strengthen stakeholder relationships and offer expert advice on solution approaches to environmental problems.

“There are many reasons why businesses adopt environmental sustainability, sometimes as a result of competition from peers, or driven by their management or through concerted actions of local civil society organizations.”- Romie Goedicke Business Engagement Workshop Facilitator SRJS-Ghana 2017

A panel discussion represented by Venan Sondo, a Business Consultant and Derick Logo of the Environmental Protection Agency also delved into the role of businesses in delivering Ghana’s
green growth agenda by looking at the challenges and opportunities of business engagement with CSOs and the government sector.

“It is also important for CSOs to demonstrate how their engagement with businesses can broaden business access to markets and networks.”-Venan Sondo, Business Consultant & Panel Member-Business Engagement Workshop SRJS Ghana 2017.

As part of knowledge exchange exercise, Eric Kumeh Mensah of Tropenbos Ghana shared information on how they engaged small scale artisanal wood millers to practice sustainable wood processing in line with the laid down protocols of the Forestry Commission of Ghana. Dorcas Gyimah Owusu of IUCN Ghana also shared their experience in engaging businesses to form a network to protect the Atewa Forest Reserve—a water tower providing Water to over five million Ghanaians. At the end of the session, transparency, effective two-way communication and information sharing were identified as key bedrocks for efficient business engagement in Ghana (See Appendix 2, pg. 10 for more on Panel Discussion and Key lessons on Business engagements)

3.2 Designing transformational engagements with business, tools/approaches and peer-to-peer learning

Participants were also introduced to the Business Engagement Canvas—a tool that guides CSOs to plan transformational engagements with companies. Three working groups representative of the Weto landscape, Mole landscape and the National level used the tool to assess; which businesses were active in their landscapes, their impacts & dependencies on natural capital and roles they play to mitigate their operational impacts on the environment.
A business engagement risk assessment tool adopted by IUCN was also introduced to participants. Using the tool, it was established that, a project that directly addresses the main environmental impacts of a high impact business entity can help reduce associated risks and increases the opportunities for biodiversity conservation. However, an engagement with a business entity in a sector with typically high environmental impacts that does not attempt to change business practices may be deemed too high a risk to pursue.

“The overall intention of the risk and opportunity assessment tool is to ascertain whether the opportunities to deliver a positive outcome for biodiversity through a project outweigh the reputational and management risks linked to the engagement with a business entity.” - Nadine McCormick
Business Engagement Workshop Facilitator SRJS-Ghana 2017

Participants were also taken through the various forms of business engagement approaches including campaigns, lobbying, advocacy & research and partnership. A practical case example from India demonstrated how several engagement approaches can be combined to achieve results. This was a case where both campaigning and dialogue strategies were used to effectively mitigate a dam’s development impact on seaturles.

3.3 Building a business case for engagement - Drivers
Another important analyses essential for planning transformational business engagements is identifying the drivers that influence change in business practices. Through a group work activity, participants were taken through the different divers that cause businesses/companies to be responsive towards biodiversity protection.

Drivers that hinged on a business’s reputation, operations and financing were eked out as good drivers. Whereas laws and regulations were good quality drivers, these were seen to be more difficult to enforce during engagements. A good understanding of these drivers and how they can be applied in the context of a chosen landscape was identified as a vital selling point during engagements with businesses.

“We need Business if we want to realize our ambitions in the landscapes; and Business needs us to achieve theirs. We are all in the same boat together.” - Godwin Evenyo, Business Engagement Workshop Participant SRJS-Ghana 2017
A practical business engagement simulation exercise was then carried out to develop and sharpen the pitching and presentation skills of participants particularly, in designing and presenting environmental cases. This learning exercise blended most of the knowledge and tools exposed to participants during the training for effective business engagement. Key lessons were: do your homework, go as a team (not on your own), be clear about your track record, what your objectives are and be specific about what you’d like from business and why you think it’s in their interest (building on the drivers).
3.4 Moving forwards, including some high-level actions

Participating organizations from the Mole landscape (Northern Savannah Region) and Weto landscape worked on developing action plans to engage businesses in their respective landscapes. A planned call in December 2017 was agreed as part of monitoring and supporting participants to implement their action steps. Other actions included:

a. Incorporate business engagement actions in SRJS 2018 work plan 30-31 October (TDI, ARG, IUCN NL)

b. Work to align national level actions with landscape actions and planning

c. Weto landscape actors to meet on 3 November 2017 to plan further actions. This will be hosted by the Development Institute

*(See Appendix 4 for more on next level actions)*

Finally, instead of meeting Kingdom Fruits on the last day, the training workshop ended by interviewing Mr. Mawuli Dogbo, a business representative from Blue Skies Company Limited, a fresh fruit juice manufacturing company in Ghana. The discussion looked at key aspects of their production process and also their impact and dependencies on natural capital. He acknowledged the responsibility of the company to minimise its impact on the environment. He added that, the company operates by protecting biodiversity areas, managing waste responsibly, increasing use of recyclable materials, reducing emissions and minimizing consumption of energy and water. He said, the company’s farmers were all certified to GlobalGAP standards. This standard assures consumers on how food produced from the farm is done with minimal environmental impacts, less use of chemical inputs and responsible approach to staff safety as well as animal welfare. Aside the GlobalGAP certification, he also stated that, a number of their farmers were also LEAF certified.

LEAF is a charity which is committed to encouraging viable agriculture which is environmentally and socially acceptable. LEAF ensures the continuity of supply of wholesome and affordable food whiles conserving wildlife for future generations. He mentioned that, one of the key drivers of the company to ensure environmental sustainability is operational. As they constantly make efforts to encourage and protect biodiversity as well as protect areas at risk from land degradation or deforestation.
The discussion also highlighted the existing platforms such as the Businesses In Environmental Stewardship Network (BESNET) and other working relationships Blue Skies has with both local and international agencies as well as CSOs to ensure minimal environmental damage and safeguard biodiversity integrity. He emphasized in his concluding remarks that, businesses and CSOs need to work together to benefit both communities and companies.
Appendix 1: Workshop Pictures

Workshop Participants

Group Work Discussions

Rombie Goedicke - IUCN Workshop Facilitator

MCCORMICK Nadine - IUCN Workshop Facilitator

Mole landscape Mapping - Presentation

Group Work - Using the Business Canvas Tool
Appendix 2: Some Key Lessons from Panel Discussions

A. How engagements between CSOs and Businesses can help overcome challenges and realise opportunities towards environmental sustainability.

1. CSOs need to understand who to approach; Businesses with capacities to address the key issues at hand. There is the need for a clear transparent governance structure to ensure accountability.
2. Communication should be in clear, and preferably, non-technical language.
3. It is also imperative to identify the operational structure of agencies, including their financial cycles to ensure that funding proposal are submitted in a timely manner; not after budget cycles have elapsed.
4. It is also important for CSOs to demonstrate how their interventions can broaden businesses access to markets and networks.
5. It is important to understand who you are engaging with, how you engage them and what is in for them.
6. Transparency is the bottom line. All actors need to be transparent in their operations. There is the need to work with all actors to improve information disclosure at all levels.
7. Relate environmental messages to businesses, how it affects them and what they can do by way of solutions.

B. The four Operational Guidelines that apply across all types of business engagements:

1. Align concept to relevant strategy/policy and consult to obtain support from key stakeholders;
2. Conduct a risk and opportunity assessment;
3. Draft an appropriate legal contract;
4. Disclose the engagement, to maintain principle of transparency.

Overall rule: No funding from business entities in high risk sectors.
Appendix 3: Links and Resources


2. IFC drivers and impacts/opportunities, including sector specific drivers for change and examples of good practices
   http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/publications/biodiversityguide_sectors

3. Exploring partnerships with companies

4. Joining IUCN:

   To explore more about how to join as an individual to the IUCN Commissions (species, protected areas, environmental law, ecosystem management, education & communication, environmental economics and social policy)
   https://www.iucn.org/node/97

5. About your organization becoming a member of IUCN, see here. The next entry deadline is 31 December 2017
   https://www.iucn.org/about/union/members/how-become-member-iucn

6. IUCN resolutions and recommendations database
Guide business on area selection for development and avoid loss of biodiversity, such as “Avoiding extinction in limestone karst areas”.

Best practices and tools recommended for business, such as biodiversity offsets, natural capital, ecotourism, best practice for industrial scale development projects, prevention, management and resolution of social conflict. www.iucn.org/resolutions

7. Database of environmental laws, grouped under different categories including countries, sectors, types, etc.
   http://www.ecolex.org/

8. The Integrated Biodiversity Assessment Tool (IBAT for Business)
   https://www.ibat-alliance.org/ibat-conservation/ (free for non-commercial use)

9. IUCN Business Engagement Strategy: Download from:

10. Source: Biodiversity and Ecosystems (BES) Management Model, from Global Compact and IUCN (2012)
Appendix 4: Actions and next steps from Ghana SRJS biz engagement training

SRJS work plan 2018
- Incorporate business engagement actions in SRJS 2018 work plan 30-31 October (TDI, ARG, IUCN NL)
- Work to align national level actions with landscape actions and planning
- Link up with A Rocha to implant mining component of their work plan (align it with a joint project GLA)

Landscape meetings
- WETO actors will meet 3rd November to plan further actions, hosted by the DI
- Brief coordinator of Forest Watch Ghana by Nov 3 by Peter Osei Owusu
- Engage stakeholders to see how best we can collectively start working toward the objectives by Dec 2017

Team meetings
- 8 participants specifically noted that they would report back to their colleagues about the workshop
- Brief community about the workshop

Follow-up – engage business by participants
- Review of current engagements with businesses and identify gaps for strategic negotiations
- Review our business engagement strategies with business
- Engagement of all regulators
- Internalize project activities
- Keep lead organization on a reminder regularly
- Produce a 1 pager back to office report to the CEO/staff and discuss opportunities to collaborate and implement actions
- Work with implementing partners in IUCN Ghana’s project landscapes to enhance linkages between communities and SMEs and large scale businesses for investment opportunities
- Adopt training into a two hour module and facilitate
- Attempt to adopt ADKAR into all our change processes by December
- Facilitate a collaborative workshop among and between actors

Communications
- Daniel from A Rocha will share the workshop draft report by 10 November
- Nadine to share workshop presentations before leaving Ghana
- Nadine to help edit the case studies
- Create a platform for the network to enhance communications (KCODEC)
- Nadine to share planning for follow-up modules around extractives and also negotiation (November)