

**World Conservation Forum, Bangkok, Thailand
Friday 19 November 2004**

SUMMARY

**Global Synthesis Workshop on
“Business & Biodiversity Partnerships: Making it Happen!”
Jointly sponsored and organized by
BirdLife International, Earthwatch & WBCSD**

PURPOSE:

Moderated panel involving practitioners of existing partnerships between business and biodiversity NGO's which explored the critical factors underpinning successful collaborations – including agreeing on biodiversity objectives, resourcing programs, measuring performance, communicating and reporting on activities and managing relationships on a daily and long term basis.

AIM:

To assist and support existing partnerships and to facilitate and encourage the development of new business and biodiversity partnerships

Moderator: Michael Kelly, KPMG (michael.kelly@kpmg.co.uk)

Rapporteur: James Griffiths, WBCSD (Griffiths@wbcsd.org)

Panelists: NGO and company practitioners from the following existing business and biodiversity partnership.

- Forests: Andre Guimaraes, Instituto BioAtlantica (andre@bioatlantica.org.br) representing partnership with Veracel Pulp
- Aggregates: Noel Morrin, RMC (Noel.Morrin@rmc-group.com) & Leon Bennun, BirdLife International (Leon.Bennun@birdlife.org)
- Oil & Gas: Sachin Kapila, Shell (Sachin.Kapila@shell.com) & Alfonso Alonso, Smithsonian Institution (aalonso@ic.si.edu)
- Mining: Stuart Anstee, Rio Tinto (stuart.anstee@riotinto.com) & Jonathan Stacey, BirdLife International (Jonathan.Stacey@birdlife.org)
- Services: Michael Kelly, KPMG & Frank Vorhies, Earthwatch Institute (fvorhies@earthmind.net)
- Tourism: Rili Djohani, The Nature Conservancy (rdjohani@tnc.org) representing partnership with Alam Kukul Resorts

KEY FINDINGS & QUOTES ON BUSINESS & BIODIVERSITY CHALLENGES

1. **With hard work and commitment, Corporate-NGO partnerships are working and can deliver enhance business and biodiversity benefits to both partners.**
 - “Partnerships with the right businesses is an important part of achieving our strategic objectives in Indonesia”. *Rili Djohani, The Nature Conservancy*
 - “NGO's play a key role in corporation's biodiversity strategy – by being involved in planning, policy formulation, monitoring and performance improvements.

Companies are looking for that independent and challenging perspective that NGO provide". *Stuart Anstee, Rio Tinto*

- "Partnerships with industry – as well as with other stakeholders like governments and local communities – are essential but they must be open because biodiversity is a public good and its conservation is a shared objective". *Alfonso Alonso, The Smithsonian Institution*
- "Biodiversity as a key underpinning of the business "license to operate" in our sector. This makes it possible to actively involve operational units into partnerships with NGO's". *Noel Morrin, RMC*
- "Working constructively with NGO's is a way that companies can respond to changing societal expectations about biodiversity conservation and the responsibilities of business". *Sachin Kapila, Shell*
- "To work effectively with business, NGO's need to become more "business-like" in their conservation operations and achieving their biodiversity objectives". *André Guimaraes, Instituto BioAtlantica*
- "NGO's play a key role in educating companies about biodiversity and expanding corporate thinking beyond specific operations and short terms projects". *Stuart Anstee, Rio Tinto*

2. Investing in due diligence – really getting to know and understand each other – is crucial to short and long term success.

- "As an NGO with a global remit we spent a lot of time looking for an international company with whom we could align our core biodiversity objectives." *Jonathon Stacey, Birdlife International*
- "Getting expectations and the shared objectives sorted out ahead of time is important. Avoid making the partnership money driven and primarily based on funding. The scale of partnerships is also an important consideration and relationships are different when dealing with local firms compared with national subsidiaries of global companies". *Rili Djohani, The Nature Conservancy*
- "Association with companies that can play a significant role achieving specific biodiversity outcomes is the objective – so do your homework on which companies are influential, have scale and are receptive". *Frank Vorhies, Earthwatch Institute*

3. Substantive and sustained human and financial resources to operate and sustain these partnerships are both necessary and a challenge.

- "Shared learning between both partners on objectives and working practices is required to really understand the mutuality of interests. This needs to be a joint process – which can be time consuming – but is essential to build a strong foundation for collaboration". *Noel Morrin. RMC*
- "Agreed budgets, targets and deadlines are at the heart of successful NGO and business partnerships – just like with any form of long term collaboration between different actors". *André Guimaraes, Instituto BioAtlantica*

- “Biodiversity and business objectives are jointly set – working side by side through extensive discussions with the involvement of other stakeholders groups”. *Alfonso Alonso, The Smithsonian Institution*
- “From an NGO perspective, getting the biodiversity measures set-up and in place within the operating partner is crucial – this can take time but is the important performance measure for us”. *Leon Bennun, Birdlife International*
- “These relationships need to be more than “cash” – capacity building on asset management, project planning, health and safety and exchanging staff through secondments are what make these relationships work”. *Noel Morrin, RMC*
- “Transferring learnings about successful business and biodiversity partnerships to other sectors – like agriculture and tourism – is possible and necessary to help address their biodiversity challenges”. *Jonathon Stacey, Birdlife International*

CRITICAL ISSUE AREAS AND QUESTIONS THAT PROSPECTIVE BUSINESS AND BIODIVERSITY PARTIES SHOULD ADDRESS WHEN EXPLORING AND DESIGNING NEW PARTNERSHIPS:

- **Making the NGO case on working with business on biodiversity**
 - Why is the NGO going into partnership with business?
 - Is it sponsorship?
 - Is it partnership to achieve mutually beneficial outcomes?
 - Does the NGO seek to change corporate behaviour?
 - How will the NGO justify its rationale for engagement in the face of peer criticism?
 - How will the NGO get to understand the business case of its particular corporate partner?
- **Making the business case for corporate investment in biodiversity, NGO relationships and capacity building**
 - What are the main business drivers for the NGO partnership - securing the license to operate; strengthening the supply chain; building stakeholder relationships; appealing to ethical consumers; attracting CSR investors; ensuring sustainable growth; improving employee productivity?
 - What is the “tipping” point for companies to move beyond managing biodiversity as a “risk” or “sponsorship” opportunity, to viewing investing in biodiversity management and NGO partnerships as an opportunity within a sustainable development strategy?
 - What are the main benefits to companies of investing in NGO capacity development?
 - What can businesses learn from NGO partners?
- **Corporate versus operational perspectives within both companies and NGO’s**
 - How will companies convince operational business units of the business case for engaging in biodiversity partnership?
 - How will corporate departments introduce biodiversity as a core business issue to operational units?

- How will the NGO present its rationale to its membership and to its regional operational staff for engaging in collaborative partnership with the private sector?
- How will the NGO balance its strategic agenda for systematic interfaced biodiversity conservation with the traditional sponsorship-type of relationship with corporates?
- **Reaching agreement on biodiversity objectives**
 - What is the process whereby business and NGO identify a common set of biodiversity objectives?
 - To what extent is an NGO expected to depart from its traditional modus operandi to achieve integrated and strategic biodiversity outcomes with businesses?
 - How difficult is it for business units to adjust “business-as-usual” operations to accommodate new biodiversity objectives?
- **Establishing performance measures and reporting and communicating progress**
 - How will the company and NGO establish a framework for measuring partnership benefits?
 - How will the partnership verify, report on and communicate outcomes?
 - NGO: what is the system used for measuring effectiveness of project action in terms of biodiversity outcomes?
 - Business: how does business assess whether and what biodiversity actions underpin specific commercial objectives and the sustainability of operations overall?.
 - How confident is the NGO that its partnership actions are contributing toward sustainability within the sphere of collaborative activity?
 - How will the partners review the activities and outcomes and agree on further action?
- **Resourcing joint programs**
 - How will business evaluate and structure long term financing arrangements that underpin partnerships with NGO's?
 - How will the NGO present its case for funding of collaborative partnership?
 - How will the NGO ensure value for money in delivering mutual objectives through conservation action?
 - In addition to direct funding, what other resourcing issues are important to consider e.g. training and capacity building?
- **Managing relationships on a day-to-day and long term basis**
 - How will partners work with different management structures?
 - How will they reconcile long-term partnership and sustainable development goals and commitments with immediate bottom-line imperatives.
 - How will the partnership relationship deal with and respond to staff changes?

- How will the partnership survive or deal with mergers/acquisitions/divestments?
- How is the commitment to partnership extended beyond the enthusiasm of individuals?