Practitioner’s Toolkit for Nature-Positive Enterprises

Nature Positive Enterprise

“A financially viable business entity that sustainably derives value from natural and social capital in a land/seascape to attract and generate sustainable finance and positively contribute to nature conservation and restoration by ensuring local actors are equitably benefitted.”

Funded by: ARCADIA
"A Social Enterprise often sees the community as a "beneficiary" whilst a Nature Positive Enterprise sees the community as a "partner" to achieve conservation outcomes."
Why is a partnership strategic?
Partnerships are a powerful way of tackling issues within a NPE, and drive impact at scale by enhancing growth and acquiring much needed capabilities, if chosen and managed correctly. Having multiple partnerships of this kind within a landscape does not only promote each other’s success, but will also enable them to be able to invest in conservation/restoration at a landscape level, which is critical for creating lasting change.
This toolkit should be completed and used by whomever you consider relevant in your organization. For example, this could be one specific person or team, or someone with technical expertise in enterprises/partnerships. Follow the steps below in order to choose your partner/s in a clear and informed way:

1. IDENTIFYING KEY PARTNERS:

First, you will fill in this table, which will allow you to identify potential partners from different sectors, and if there are common linkages, opportunities, and challenges that ultimately lead you to decide if exploring a partnership with each potential partnership being classified as a ‘Go’, ‘Maybe’ or ‘No Go’ partner.

Tip: Modify the table to fit your needs. Add additional sectors identified as new rows, or add additional columns if more than one linkage, opportunity or challenge are identified. If you find it challenging to identify entities/businesses in these sectors, please consult your local chamber of commerce, banks, or government offices for lists of registered businesses.

Link to form: https://bit.ly/3NkfQVB

2. POWER-INFLUENCE MATRIX:

Once you have a few ‘Go’ partners, use this matrix to help you identify who the key partners are in your landscape. This matrix influences decisions about who you want to involve in the ‘Partnership Fit Test’ depending on the level of power and influence of each possible partner. First, list all the ‘Go’ partners identified in the table provided. Then choose into which category each of them fit: Keep Satisfied (engage and consult), Manage Closely (key partners), Monitor (least important), Keep Informed (potential partner or supporter). To do so, have the following in mind:

- **High power** – High interest: These partners are likely to be decision makers and have the biggest impact on the project success. You need to keep these partners close and engage with them frequently to manage their expectations.
- **High power** – Low Interest: These partners need to be kept in the loop with what is happening on the project. Even though they may not be interested in your NPE’s outcome, they have the power to influence it. These types of partners should be dealt with cautiously because they could use their power in a negative way if they are unsatisfied.
- **Low power** – High interest: Keep these partners adequately informed and talk to them to ensure that no major issues are arising. These people can often be very helpful with the details of your project.
- **Low power** – Low interest: Monitor these partners, but do not spend time and energy with excessive communication. The partners that were listed in the Manage Closely (key partners) category (green box), will be further assessed through the next step.

Tip: Modify the matrix as needed to fit your partner list in each category. Add additional rows if needed. Adapted from: https://www.solitaireconsulting.com/2020/07/stakeholder-management-using-the-power-interest-matrix/

Link to form: https://bit.ly/41Ti3vx
3. PARTNERSHIP FIT TEST:

The partners in the green box of the Power-Influence Matrix will be assessed through this fit test to choose the ones you consider more strategic and assess how each of them aligns with the Objectives, Customer, Operations, Finance, Governance, and Impact aspects of your Business Model through a series of questions. You will be able to answer each question with a ‘Yes’, ‘Maybe’, No’, or ‘N.a.’ option, each choice automatically generating a score of 3, 2, 1 or 0. The overall score is added at the end of the test and a percentage of partnership ‘fitness’ will be generated. This score will give you a reference point to compare with each possible partner. We suggest that whoever scores a high value – 70% or higher – should be considered in the following steps, but this threshold should ultimately be determined by you.

Tip: Modify the table as you need to fit your partner list.

Link to form: https://bit.ly/3NjsG6x

4. SWOT ANALYSIS MATRIX (Strengths, Weaknesses, Opportunities, and Threats):

To wrap this all up, an analysis of the strengths, weaknesses, opportunities, and threats of creating a partnership with each potential partner that is considered ‘fit’ from the previous step. They should be evaluated by assessing key areas such as: the Landscape, Business Opportunities, The Political Environment, The Legal/Policy Environment, and The Socio-Economic Conditions in the landscape. Fill in the matrix for each partner using the ‘Key Pointers’ table to guide you through what topics to consider. Please be aware these are only pointers, there could be additional topics you consider key to include in the matrix.

Note: You can choose to go through this matrix now, or later during the Partnership Workshop.

Tip: Modify the matrix to fit your needs and carry out an individual SWOT analysis for each partner.

Link to form: https://bit.ly/3HqbqIV

5. PARTNERSHIP WORKSHOP (Optional):

Even though the previous assessments will give you a good idea of who to partner with, a workshop that brings partners together to evaluate this jointly will be of great value. First go through the SWOT analysis (if chosen to assess through the workshop and not before) and then develop a Shared Vision and discuss what Opportunities and Challenges exist to achieve this. As a final step, develop a joint Action Plan that clarifies who will do what, by when, and who will pay for this (consider time and money) to achieve the common objective.

Tip: If possible, try to designate a person accountable for the development of this partnership and include signing a partnership agreement as part of the Action Plan.

Link to form: https://bit.ly/3AAHshE
Workshop Methodology
WORKSHOP METHODOLOGY

1. OBJECTIVE:

To ensure that potential partners participating in the workshop have a good understanding of what the business opportunities and challenges of developing a nature-positive partnership are, and to develop an action plan for partnership development.

Time Required:
Half a day to more than one day - depending on how far participants will be traveling from and the time availability. Where people are likely to arrive late, we suggest that the invitations propose an earlier start and/or a late lunch to be sure that there will still be four hours available for the workshop. Note: if there is a need for a lot of translation for participants who are not familiar with the main language of the workshop, allow at least another hour.

Who Facilitates?
The NPE interested in partnering or an external body such as a consultant or NGO.

Who Participates?
Participation in the workshop should be focused on the key partners identified in the first section of this toolkit ‘1. Identifying Key Partners’ with the total number of participants, not exceeding 10 people. For this workshop, you should give priority to actors with medium-to-high interest, which are the ones identified as ‘Go’ or ‘Maybe’ partners. However, the ‘No Go’ partners should be invited if there is additional room (if there are not 10 ‘Go’ or ‘Maybe’ partners, or some cannot attend the workshop) as they might be relevant and contribute to the overall workshop discussion. Try to include a good balance of male and female representatives to enable an inclusive environment.

Conduct the workshop in one language but invite participants to speak in other languages with translation if they will feel more comfortable. If there are participants who do not understand the workshop language, arrange for someone to sit next to them to quietly translate and allow adequate time for this. This is important, not only because people cannot participate if they do not understand, but also because failing to address their need for translation amounts to tokenism which, in effect, is denying that they are legitimate actors.
2. PLANNING AND PREPARING FOR THE WORKSHOP

To prepare for this workshop, the convenor facilitators need to do the following:

**Develop a list** of invitees based on the ‘Go’ Key Partners list developed in section 1 of the toolkit. If there are fewer than 10, and resources allow, you can also invite some actors in the ‘Maybe’ or ‘No-Go’ category, prioritising those who will have more influence over implementing resulting ideas for action.

**Invite participants in the appropriate way** — for example, by letter, email or phone — at least one week before the meeting with a clear explanation of the costs you can reimburse (if any), such as allowances, travel costs or fuel, to avoid unrealistic expectations and bad feelings.

**Prepare in advance:**
Develop a workshop presentation including agenda of the day and different topics to be covered:

- SWOT analysis (optional)
- Develop vision, opportunities, challenges and action plan
- Next steps for partnership

**Prepare all the equipment and materials necessary for the workshop:**

- Participant list
- LCD projector and screen
- Flip chart papers and three marker pens
- Camera
3. CONDUCTING THE WORKSHOP

**Opening:** Welcome and open the workshop in accordance with local custom. Ask participants to introduce themselves and the organisation.

**Introducing the workshop:** The convenor or facilitator should explain the objectives of the workshop and agenda of the day.

**Explaining the methodology:** The convenor or facilitator should explain the steps that will be addressed in groups.

**SWOT group exercise (optional):** refer to Section 4 above

**Vision, Opportunities, Challenges and Action Plan Group exercise:** the group will develop a shared vision, explore what opportunities exist and what challenges could arise, to develop an action plan to create one or more partnerships. For the action plan, discuss who will do what, by when, and who will pay to achieve the common objective.

*Tip: If possible, try to designate a person accountable for the development of this partnership and include signing a partnership agreement as part of the action plan.*

**Next Steps:** Discuss as a group by when the action plan will be delivered and when will the next group meeting will be. It is important to take advantage of the momentum generated through the workshop and set achievable dates and designate someone to follow up in order to establish a successful partnership.
4. OUTCOME OF THE WORKSHOP

- Gather different potential partners in the landscape to brainstorm on what possible synergies can be developed.

- As a minimum, fill in the SWOT (if used) and the vision, opportunities, challenges and action plan table with the group.

- As a highly desirable, designate one person to monitor the completion of the action plan, and have at least one partnership agreement to be signed in the action plan.

- A brief workshop report (desirable but not essential), including notes from the notetakers.

Adapted from: https://www.iied.org/sites/default/files/pdfs/migrate/14659IED.pdf