



# Landscape Restoration Fund for a **“LandscapeCPR”** Business Model

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# Landscape Restoration Fund for a “LandscapeCPR” Business Model

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International Center for Tropical Agriculture  
*Since 1967 Science to cultivate change*

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## Executive Summary

This purpose of this document is to propose:

- An impact business model for restoration of degraded landscapes ("LandscapeCPR").
- A possible structure for a "Landscape Restoration Fund", which would fund businesses with environmental benefits in, for example, the Makueni County landscape. The Landscape Restoration Fund is intended to be replicable and scalable

This document is not a business plan, the creation of which would be a next step towards set-up of the proposed businesses.

## LandscapeCPR

The LandscapeCPR business proposed in this document is a farm development and asset-management model, in which an asset manager operating equitably, transparently and on a "do no harm basis" develops investment opportunities for impact investors seeking financial, environmental and social returns by organising:

- Purchase of a farm ("LandscapeFarmCo") following a due diligence process which ensures the land purchase process will not disadvantage vulnerable individuals or communities in areas in which the farm is located
- Investment for restoration of the farm's ecological function and productivity increase
- Creation of an outgrower network of smallholder farmers into a professionally-managed farmer cooperative, which supplies LandscapeFarmCo (the "nuclear farm") with produce. Produce off-take contracts will require land restoration as a condition of produce sale, and
- Sale of the improved farm and its outgrower network to either the farmer cooperative or a third party buyer, thereby returning investment funds to investors

The business will take the following structure organised as an **investable** and **exitable** structure into four components, elaborated below Figure 1.

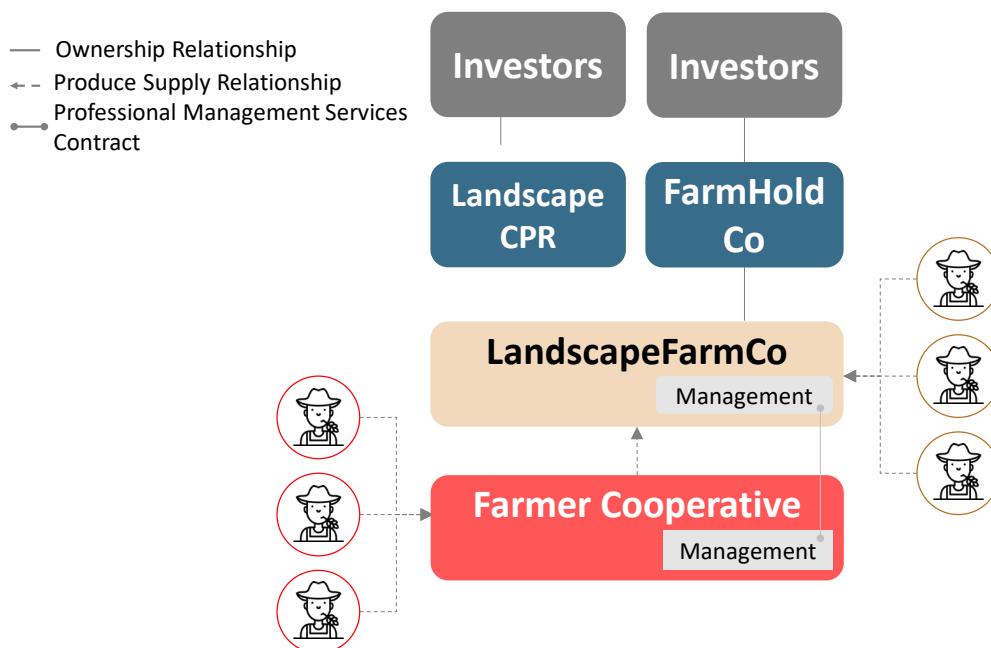


Figure 1: LandscapeCPR business structure

- **“LandscapeCPR”**: will (i) organise investment for development of new farms, (ii) incorporate, build and sell sustainable farm companies, and (iii) provide proprietary expertise, know-how and farm management systems for set up of farming businesses, all on the LandscapeCPR model. LandscapeCPR is the asset manager.
- **“LandscapeFarmCo”**: will (i) acquire land, (ii) establish farming systems for (a) increased on-farm produce yield, (b) improvement of ecological function, and (c) marketing and sale of produce. Improved farming systems will comprise (i) assets such as boreholes, irrigation systems and water storage, as well as (ii) management systems for those assets and farm staff. LandscapeFarmCo will be owned by FarmHoldCo.
- **“FarmHoldCo”**: will hold the investment in underlying farming assets, which will be held in the name of the investors. Multiple FarmHoldCos will ultimately be established.
- **“Farmer Cooperative”**: will organise and mobilise smallholder farmers for distribution of inputs, training, production and produce aggregation. LandscapeFarmCo will take an ownership share in the cooperative in order to ensure that a professional management supplied by LandscapeFarmCo under a management services contract will manage the Farmer Cooperative.

LandscapeCPR will be able to set up and run clones of LandscapeFarmCo, both within one landscape and across multiple landscapes. As such, the model is designed to be both **replicable** and **scalable**.

The business is also designed to be “exitable”. Within a defined timeframe, LandscapeCPR will arrange for the sale of LandscapeFarmCo and its associated outgrower network to either the Farmer Cooperative or an aligned third party buyer.

#### **Funding & the Landscape Restoration Fund**

This document further sets out the likely funding trajectory for the LandscapeCPR business, including what could potentially be funded either in whole, or more likely in part, by a Landscape Restoration Fund, if such an entity is to be established (Figure 2 overleaf).

#### **Next Steps**

The document provides the rationale for the following next steps:

#	Action	Description
1	Creation of a summary outline of the business proposal	Creation of a deck and animation as a simple package which could be easily disseminated to interested parties
2	Circulation of outline proposal and this document to a shortlist of potential private investors, grant providers and other stakeholders for initial feedback	Collection of comments on the proposal and expressions of interest which can be provided to donors
3	“Stop/go” decision on whether to proceed with the creation of a full business plan (Step 4 below)	Key LandscapeCPR stakeholders will need to reflect on feedback from potential investors and other stakeholders on whether to proceed in building the case for the project
4	Development of a full business plan and associated financial projections including justification for grant funding	On the basis of input from possible investors, develop a full business plan
5	Further “stop/go” decision on whether to invest further resources in a full fund-raising effort	Following the creation of the full business plan and review of the financial projections, key LandscapeCPR stakeholders will need to decide

		whether to enter a full fund-raising exercise (Step 6 below)
6	Concerted, coordinated fund-raising effort	This may be for either public grant or private investment or a blend of the two

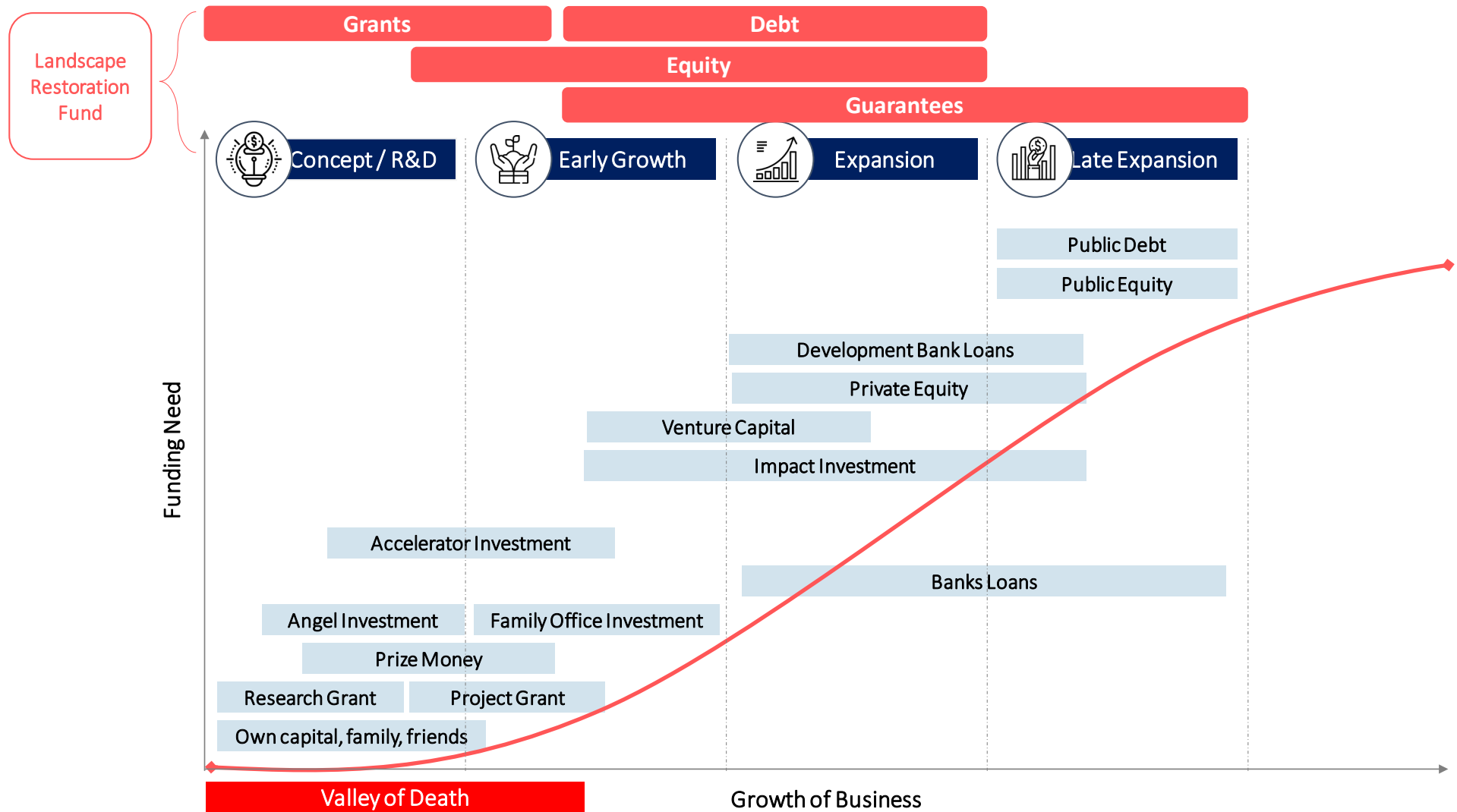


Figure 2: Funding trajectory for LandscapeCPR and role of a possible Landscape Restoration Fund



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## 1. Introduction

- 1.1. CIAT is considering how to achieve landscape restoration targets through a sustainably-financed business model, or "impact business". An impact business is run with the intention of generating social and environmental impact alongside a financial return<sup>1</sup>.
- 1.2. In theory, a sustainably-financed business model does not rely on donors for funding, because the business will attract private investment by creating sufficient revenue relative to costs, and thereby generate a profit, providing a financial return for investors. In practice, many impact businesses are supported with grant capital, at least in their early stages, on the justification that private investors will not take risks on (i) unproven businesses, and (ii) unknown geographical regions. Grants therefore allow for proof-of-concept to be developed or to reduce the risk associated with later-stage investments, improving "risk-adjusted rate of return" ratios, to levels for which private investment is mandated.
- 1.3. Within the business model under consideration by CIAT, the business will pursue financial returns alongside sustainable agricultural practices including agricultural intensification.
- 1.4. The purpose of the venture is to create a profitable farming business, consisting of "nucleus" farms situated strategically in degraded landscapes<sup>2</sup>, which is sustainable both financially and environmentally. The business can (i) serve as a model to surrounding landscape farms for sustainability and climate-smart practices, (ii) can serve as a distribution hub for climate-smart farming inputs, (iii) can catalyse and mobilise farmers within the wider landscape to (a) supply a "nucleus farm" with produce, and (b) participate in ecological restoration activities which benefit the landscape and produce important local and global public goods.

## 2. Business Model

- 2.1. In order to serve the above purposes, the following farm development and asset management business is proposed, illustrated in Figure 1 below:
  - Creation of a sustainable farming business ("LandscapeFarmCo"), which will be a small intensive commercial farming operation growing produce using sustainable, climate-smart farming practices. LandscapeFarmCo will sell its produce to the local and international market.
  - LandscapeFarmCo will be purchased, developed and sold at a profit.
  - The process of farm acquisition, development and sale will be managed by a farm development and asset management company ("LandscapeCPR"), explained further in section 3.
  - LandscapeFarmCo will also serve as a "nucleus farm" serving as the centre of a smallholder-outgrower operation: training, supplying with inputs, aggregating and selling produce from smallholders within the landscapes. Training will include (i) Good Agriculture Practice (GAP), and (ii) best practice sustainability and climate mitigation or adaptation practices.
  - To facilitate offtake of produce, LandscapeFarmCo will organise smallholder farmers into a farmer cooperative, owned by its members and with a stake held by LandscapeFarmCo. The farmer cooperative will be run by a professional management supplied by LandscapeFarmCo under a management services agreement.
  - Within this framework, LandscapeFarmCo will be able to (i) invest in agricultural improvement in the wider landscape, (ii) require that contracted smallholder producers use sustainable farming practices, which it will be able to monitor using the SustainiFi platform

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<sup>1</sup> [Global Impact Investment Network](#).

<sup>2</sup> There is no standard definition of 'landscape'. We use it to mean a micro-catchment hydrologic unit of approximately 1,000 hectares but the approach could also be applied at a wider scale.

(a green accounting activity tracking and impact verification and reporting tool), and (iii) aggregate land managers and mobilise them through training, financial incentives or similar for improved environmental management where that is cashflow positive for LandscapeFarmCo. This type of activity can be achieved, for example, through the Chemoka and/or GreenFi platforms. In this way, LandscapeFarmCo will serve as a magnet for an ecosystem of actors contributing to the sustainability of the Landscape.

--- Produce Supply Relationship

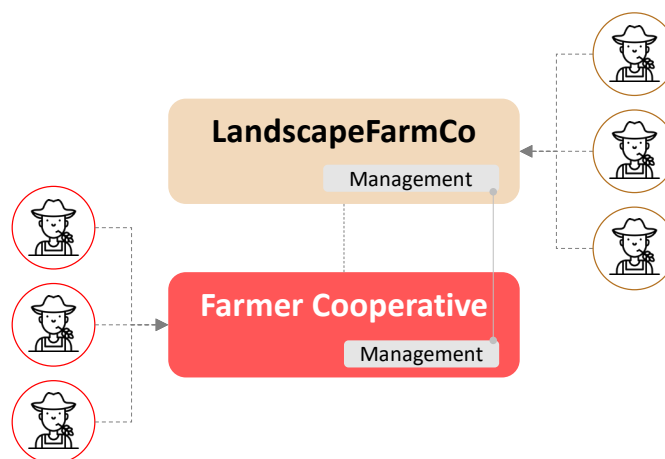


Figure 3: Basic business structure in one landscape (micro-catchment)

- 2.2. This is not a new business model. Farm development businesses exist around the world, and some also add sustainability as a dimension to their management. For example, several businesses acquire commodity farmland, develop it into an organic farm and run it on behalf of their investors before disposal at a supposed increase in price. Examples of such businesses include [Farmland LP](#), [Impact Ag](#), [Iriquois Valley](#), [Land Fund Partners](#), [Local Farms Fund](#), [Sustainable Farm Partners](#) and [Biological Capital](#), all of which are US-focused.
- 2.3. The “nucleus” farm/outgrower model is also not an innovation, as many such businesses exist in East Africa. The novelty of LandscapeCPR is leveraging these models to incentivise adoption of sustainable agricultural practices and participation in the wider landscape, which builds on a track record of experience of training smallholders in Good Agricultural Practices by the contracting off-taker.
- 2.4. The innovation in the above-described approach is in linking the asset management model to the outgrower model as a vehicle for financial and environmental returns at scale in a landscape.

### 3. Establishing the Business

- 3.1. Organisation of the business: investment, set-up, operation and disposal will require the following structure, split into four components, and is illustrated below.
  - **“LandscapeCPR”:** will (i) organise investment for development of new farms, (ii) incorporate, build and sell sustainable farm companies, and (iii) provide proprietary expertise, know-how and farm management systems for set up of farming businesses, all on the LandscapeCPR model. LandscapeCPR is the asset manager.

- **"LandscapeFarmCo"**: will (i) acquire land, (ii) establish farming systems for (a) increased on-farm produce yield, (b) improvement of ecological function, and (c) marketing and sale of produce. Improved farming systems will comprise (i) assets such as boreholes, irrigation systems and water storage, as well as (ii) management systems for those assets and farm staff. LandscapeFarmCo will be owned by FarmHoldCo.
- **"FarmHoldCo"**: will aggregate investments in the underlying farming assets, which will be held in the name of the investors.
- **"Farmer Cooperative"**: will organise and mobilise smallholder farmers for distribution of inputs, training, production and produce aggregation. LandscapeFarmCo will take an ownership share in the cooperative in order that a professional management supplied by LandscapeFarmCo under a management services contract will manage the Farmer Cooperative. Cooperatives have historically performed well where the management and officers are professional staff rather than nominated members.

3.2. LandscapeCPR will be able to set up and run clones of LandscapeFarmCo, both within one landscape and across multiple landscapes. As such, the model is designed to be both replicable and scalable.

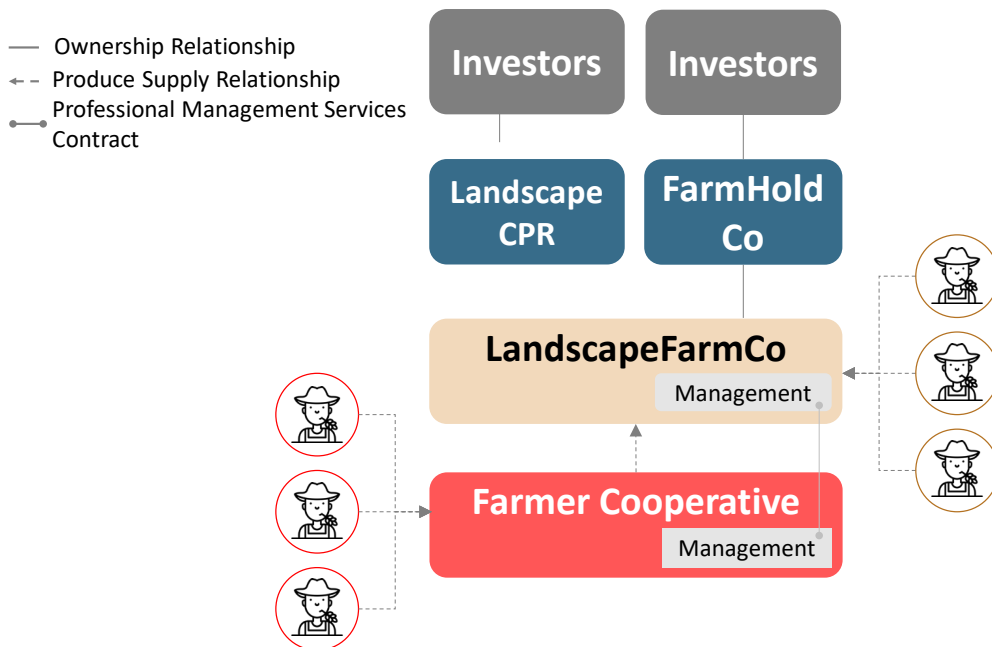


Figure 4: Organisation of the business

#### 4. Exit

- 4.1. The model will return value to investors, (i) in the short term through sale of agricultural produce, and (ii) in the long term by sale of mature farms as a going concern to either investors who share the investment objectives of the business or landscape-based farmer cooperative groups. The farmer cooperative members will be the outgrowers developed by the LandscapeFarmCo business, such that the sale is to the outgrowers themselves, thereby creating a locally-owned vehicle for sustainable landscape management once the LandscapeCPR business has exited.
- 4.2. These returns will attract the private investment necessary to both set-up the farms, and finance buy-out of the farm when it reaches maturity.

- 4.3. We aim to achieve the exit within 7-10 years, matching investor fund cycles. Whilst the landscape restoration cycle may take up to 25 years, it is intended that systems are embedded, stable and functioning autonomously over a shorter time period.
- 4.4. In order to facilitate this exit, LandscapeFarmCo will be set-up by a farm development and asset-management company (LandscapeCPR) which also holds the intellectual property relating to management systems used to set up and run LandscapeFarmCo. Once LandscapeFarmCo is sold, LandscapeCPR will collect the proceeds of the sale and return this sum to investors, less its share of the return. Subject to requirements, investors can also invest directly in LandscapeFarmCo and exit upon sale of shares. Both models may be required because many funds are restricted in the geographical mandate of their funds.

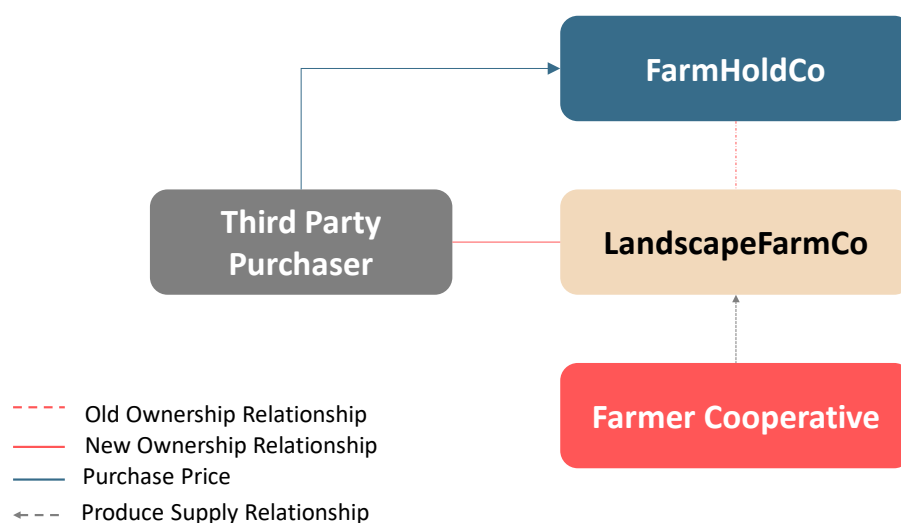


Figure 5: Exit from the business

## 5. Just Transition

- 5.1. There are questions about the extent to which climate finance, mitigation and adaptation will contribute to a “just transition” in the global food system and ecological sustainability.
- 5.2. In the model described above, the business will build:
- The financial capital of investors
  - Global natural capital, through production of natural capital goods
  - The financial capital of smallholder farmers participating as outgrowers and profiting through their contractual relationship with LandscapeFarmCo
  - The natural capital of smallholder farmers as they are supported to invest in the sustainability of their farming assets
  - The social capital and agency of smallholder farming communities as they become engaged in collective planning and restoration of their natural assets, the land and water that they manage.

- 5.3. The proposition for a just outcome **can be strengthened** if LandscapeFarmCo is sold to its contracted smallholder outgrowers, grouped into a farmer's cooperative (or alternative vehicle) managed by the LandscapeFarmCo professional management team.

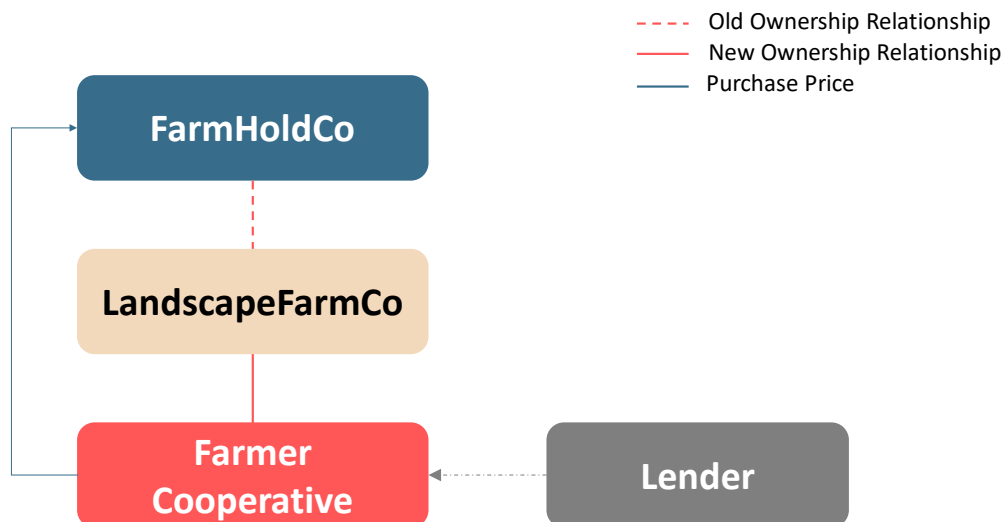


Figure 6: Exit through sale of business to the farmer cooperative

- 5.4. This model is attractive because:

- Private finance can be mobilised to develop LandscapeFarmCo.
- Private finance can be mobilised to finance the sale of LandscapeFarmCo to its related smallholders.
- The model provides a certain exit to initial investors in LandscapeFarmCo.
- It develops and leaves an asset in the ownership of landscape smallholders, which if financed on appropriate terms contributes to a "just transition".

## 6. Environmental Management Model

- 6.1. LandscapeFarmCo will achieve its environmental impact by: (i) adopting on-farm crop-management systems which both mitigate climate change through soil carbon sequestration and reduced emissions and help farmers adapt to climate change risk, (ii) buying produce from outgrowers who adopt the same farm management systems, (iii) investing in green farming technology such as solar (drip) irrigation, improved drought-resistant forages, agroecological practices and more, while (iv) mobilising landscape farmers to think, plan and act collectively using a Landscape Approach<sup>3</sup>.
- 6.2. LandscapeFarmCo will report against the following [environmental impact metrics](#), amongst others, which will be aggregated into LandscapeCPR's reporting tool:
- [Land Indirectly Controlled: Sustainably Managed \(PI6796\)](#)

<sup>3</sup> A Landscape Approach can be defined as a long-term process of regaining ecological functionality and enhancing human well-being across degraded landscapes comprising overlapping ecological, social and economic activities and values.

- [Ecological Restoration Management Area \(PI9556\)](#)
- [Area of Trees Planted: Total \(PI4127\)](#)
- [Ecosystem Services Provided \(PD8494\)](#)

6.3. Through its local investments, LandscapeFarmCo will seek to influence land-use decisions in contiguous areas which should not be in agricultural production due to, for example steep gradient, proximity to water sources, high biodiversity value, or private, state or community forest. It will do this by training and by imposing land-management requirements in off-take agreements with smallholders.

## 7. Scale and Replication

- 7.1. The activities of LandscapeFarmCo will be scaled within landscapes by contracting and training outgrowers.
- 7.2. LandscapeCPR will replicate the LandscapeFarmCo model across landscapes by either (i) in the short term, raising investment for and developing new farming businesses, (ii) in the long term, licensing its approach and methodology to interested actors in new landscapes, who will use LandscapeCPR methodologies, tools and systems.
- 7.3. Additionally, there is scope for LandscapeCPR to be knowledge partner to agricultural and landscape restoration research organisations, like CGIAR institutions. Under such a relationship there would be a two-way transfer of knowledge and experience between a substantial commercial farming business which can scale best-practice practices which mitigate agricultural climate-risk

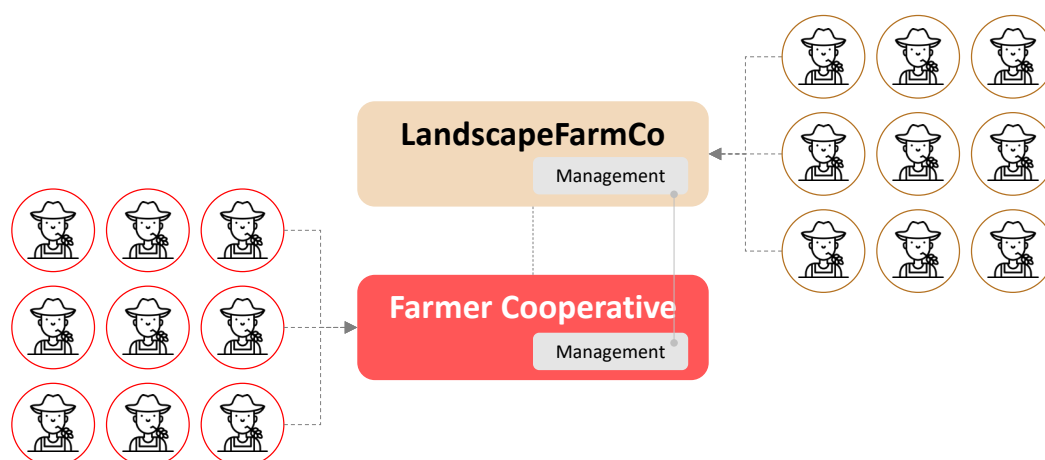


Figure 7: Scale within landscapes



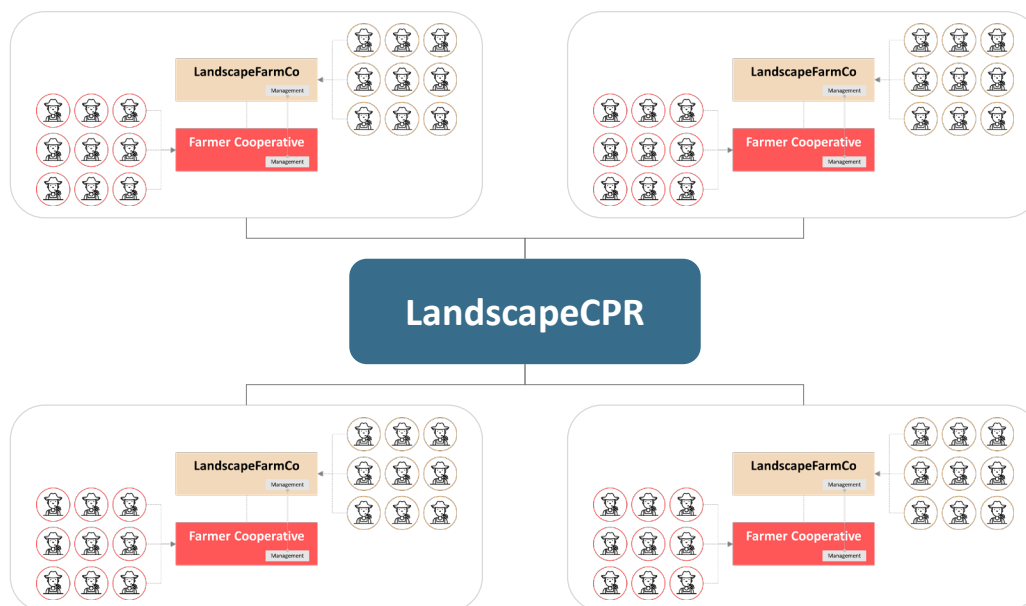


Figure 8: Replication across landscapes

## 8. Land Tenure

8.1. The model will vary according to precise context and local security of land-tenure rights, but can include investment in the following categories of farmland:

- Commodity farmland privately-owned by third parties and currently under farm management
- Farmland privately-owned by third parties, but in a degraded condition and abandoned for farming purposes
- Privately-owned land consolidated under lease or by purchase

## 9. Needs of business and forms business can take

9.1. As discussed above, there will be several components to the business, which will be set up within different "wrappers". The two entities with operational functions are set out below and this section provides a justification for the legal form these businesses will take.

- **"LandscapeCPR"**: will develop new sustainable farming ventures and hold all IP related to the set-up of LandscapeFarmCos. LandscapeCPR can either raise funds for development of LandscapeFarmCo as equity in LandscapeHoldCos, or it can arrange for investments directly into these businesses.
- **"LandscapeFarmCo"**: owned by LandscapeHoldCo, which will undertake the on-the-ground set-up and management of the farm, and own farming assets.

9.2. The following table sets out the possible/likely needs of each business, which will inform the type of vehicle used for the business.

	LandscapeCPR	LandscapeFarmCo 1-n
Own IP	✓	✗
Raise equity	✓	✓
Raise debt	✗	✓
Make equity investments	✓	✗
Make debt investments	✓	✓
Hold shares in third party companies	✓	✗
Purchase inputs	✗	✓
Own or lease farmland and other assets	✗	✓
Procure services	✓	✓
Procure goods	✓	✓
Employ staff	✓	✓
Purchase produce	✗	✓
Sell produce	✗	✓
Repay Investors	✓	✓

Table 1: Functional business needs

- 9.3. In order to meet the needs outlined in Table 1, the business for both LandscapeFarmCo and LandscapeCPR would typically be a limited company. The table in Annex 1 lists the different types of vehicles for doing business available in Kenya, which provides a logic for why the venture under consideration would be undertaken through a company.
- 9.4. In particular, as investors' exit will be realised through the sale of LandscapeFarmCo, it is important that this entity is capable of sale and proceeds of sale distributed to investors. This means the business should be set up as a company. As an aside, businesses can be operated through NGOs, but they will not be able to raise equity investment needed for the scaling of the business.

## 10. Governance

- 10.1. Company law, including in Kenya, creates a governance structure for companies. Kenyan law further provides for a governance structure for farmer cooperatives. Reflecting the structures created for governance by law, the corporate entities needed for the running of the business will be governed in accordance with the framework overleaf.

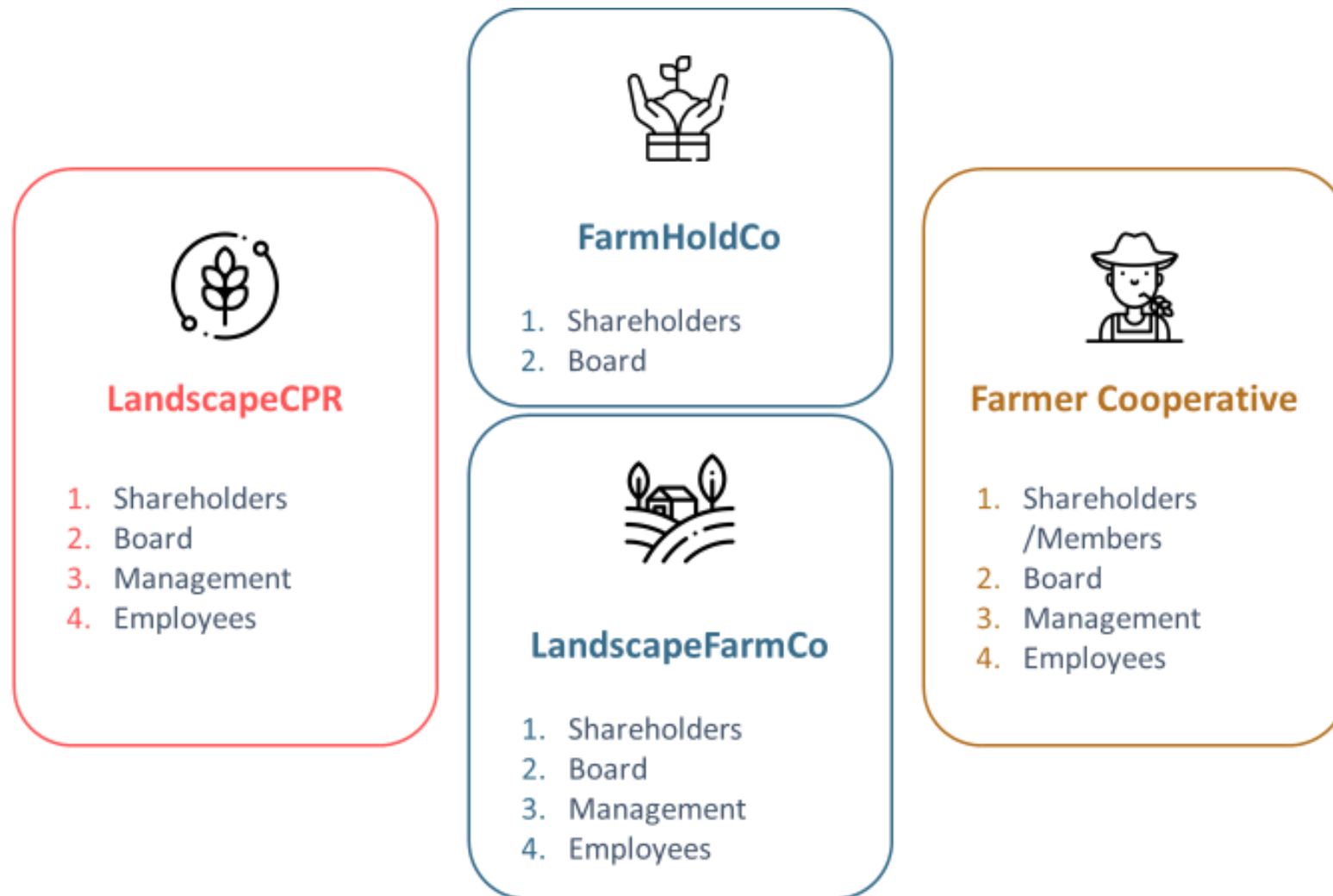


Figure 9: Governance structure

## 11. Equity (fairness)

- 11.1. Equity in business refers to ownership of company shares. In natural resource management, equity more frequently refers to fairness in the balance of costs and benefits between different natural resource stakeholders related to any management intervention. This second type of equity - fairness - is as important in the LandscapeCPR approach detailed here as the first, because: (i) LandscapeCPR has at its heart simultaneous improvement of livelihoods and landscape functionality, and (ii) acquisition of land as part of development projects has a long history of inequitable outcomes for the communities in which agricultural development projects are situated.
- 11.2. In response to this concern, the LandscapeCPR approach needs to embed core “equity principles” in its business model, so that its aims are achieved in an equitable manner and outcomes and procedures are subject to a full third party audit to ensure transparency and accountability.
- 11.3. In order to do this, LandscapeCPR will use best-practice operating guidelines designed to achieve fairness in access, process and outcome for all participants, according to the standards developed by the communities themselves amongst whom LandscapeCPR operates. Core guidelines will be developed further for the specific LandscapeCPR use-case.

## 12. The Funding Ecosystem

- 12.1. The generalised funding ecosystem is shown visually in Figure 8 overleaf.
- 12.2. The funding ecosystem is somewhat different for companies operating in the impact or development arena, and this adapted ecosystem is also shown visually in Figure 9.
- 12.3. These classes of actor are listed below together with the types of funding instruments which they use. A description of these funding instruments is provided at Table 2.

Table 2: Fund providers and their capital instruments

#	Funds Provider	Capital Type Available
1	Own Capital, Family & Friends	Equity investment, loans
2	Research Donors	Grants
3	Project Donors	Grants
4	Research Donors	Grants
5	Business Angels	Equity investment, Convertible loan
6	Family Offices	Equity investment, loans, grants
7	Accelerators	Equity investment, loans, convertible debt
8	Banks	Loans, Trade Credit, Overdrafts
10	Crowd-Funding	Equity investment, loans
11	Impact Investment Funds	Equity investment, loans
12	Venture Capital	Equity investment
13	Private Equity	Equity investment
14	Development Banks	Equity investment, loans
15	Public Equity Markets	Equity investment
16	Public Debt Markets	Bonds

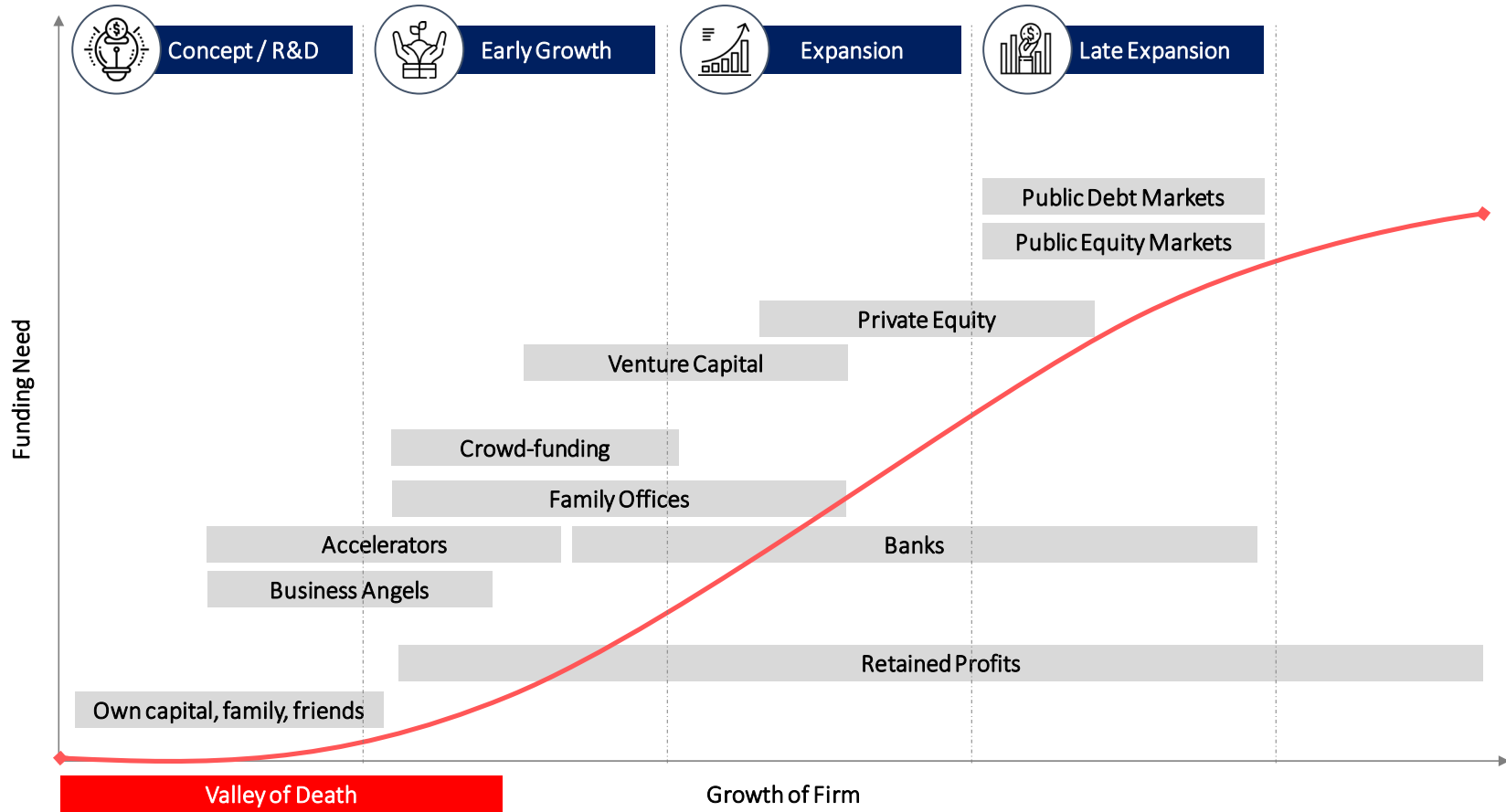


Figure 10: General funding ecosystem

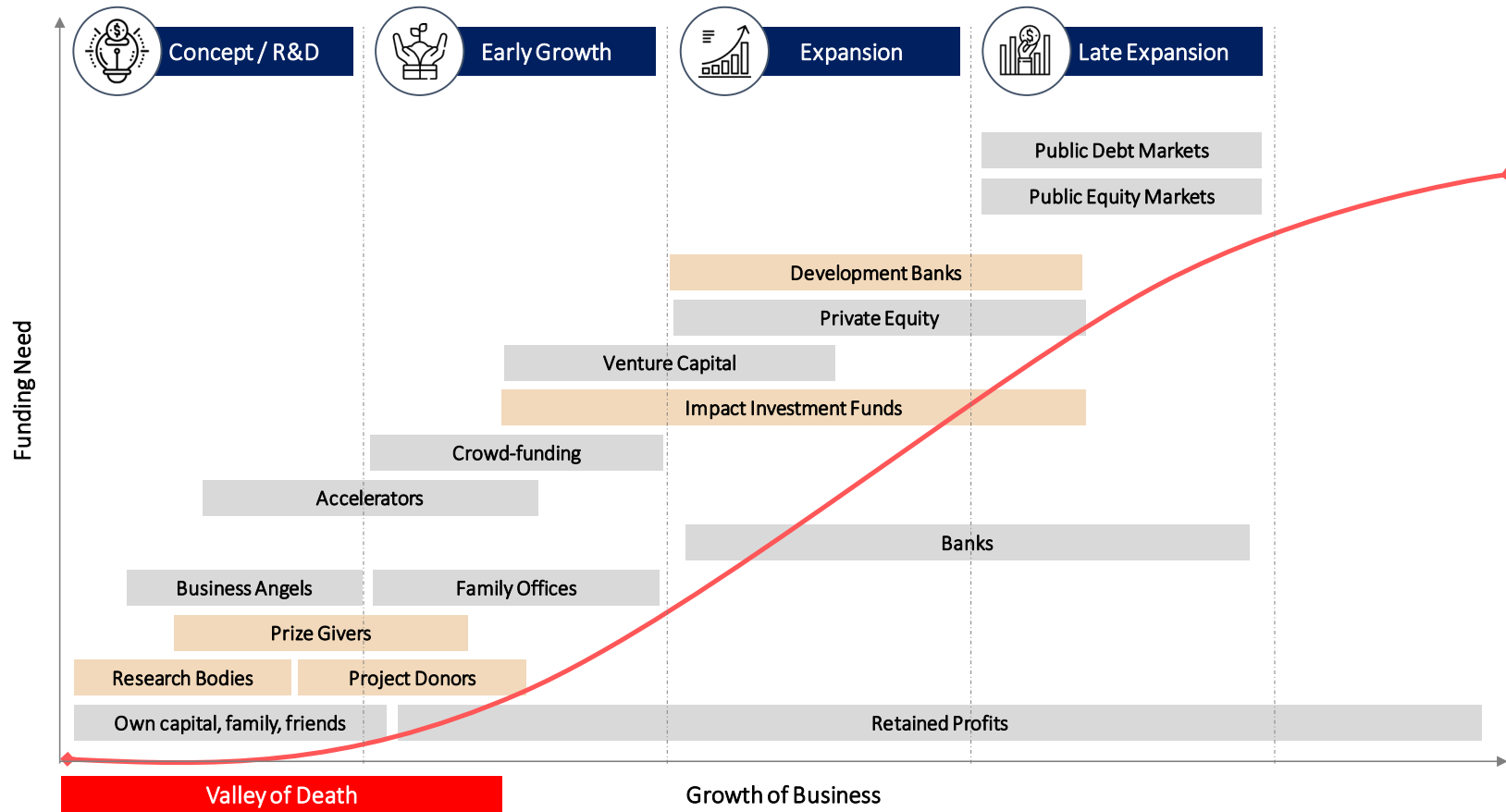


Figure 11: Impact investment ecosystem

### 13. Funding Types

13.1. LandscapeCPR and LandscapeFarmCo will make use of the following forms of capital, particularly in their early stage:

Table 3: Description of relevant financial instruments

	<b>Funding Type</b>	<b>Description</b>
1	Grant	A grant is an award, usually financial, given by one entity (typically a company, foundation, or government) to another, often an individual or a company, to facilitate a goal or incentivize performance. Grants are essentially gifts that do not have to be paid back, under most conditions
2	Equity Investment	An equity investment is money that is invested in a company by purchasing shares of that company
3	Loans	An investment in a business repayable with interest at fixed time periods
4	Convertible Loans	A loan which rather than being repaid converts to shares in accordance with a defined event

13.2. LandscapeCPR and FarmHoldCo will likely move through the following stages of investment, raising funds from the identified entities shown overleaf in Figure 12:

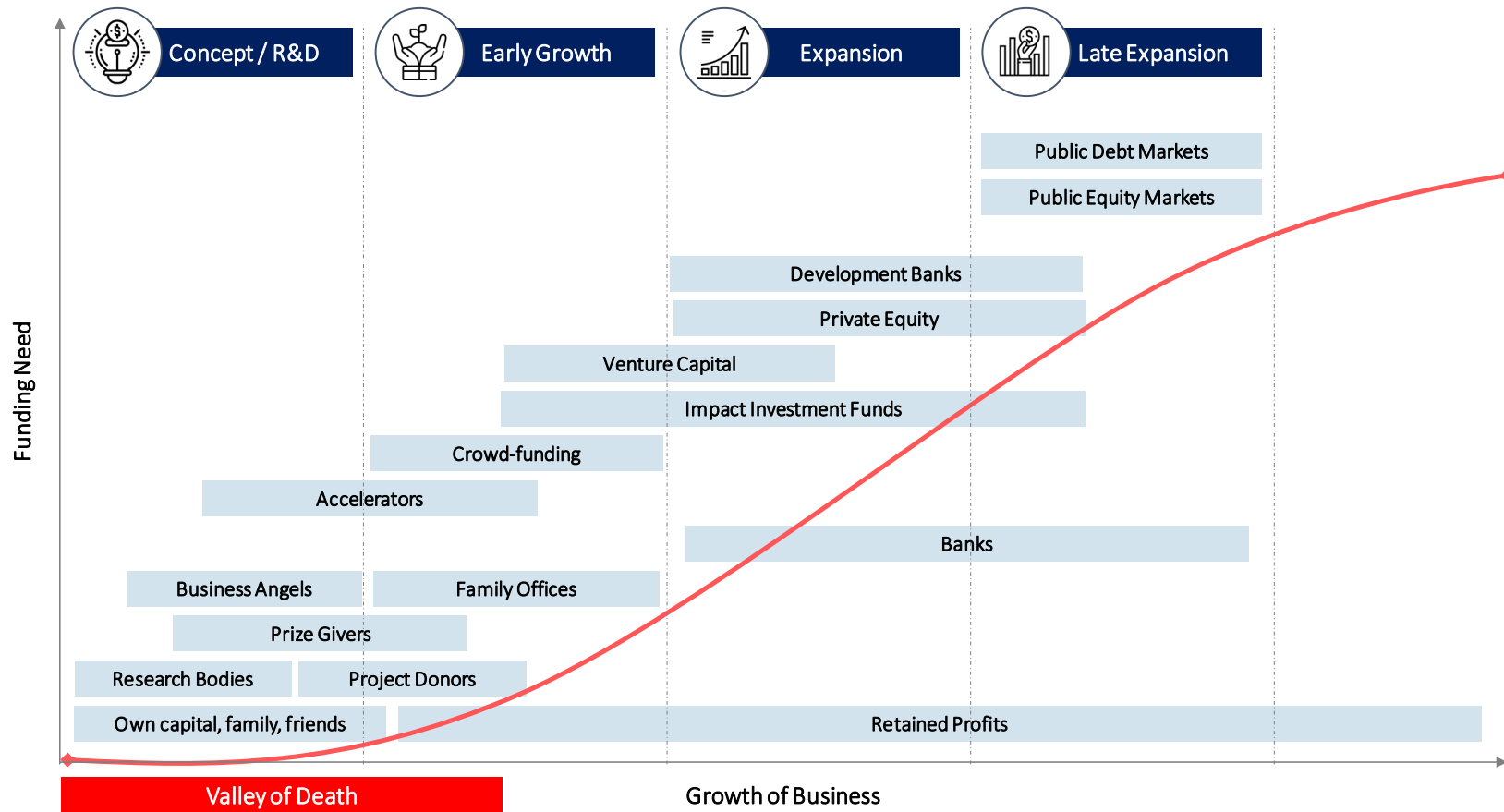


Figure 12: Investment roadmap for LandscapeCPR and FarmHoldCo



## **14. Landscape Restoration Fund**

- 14.1. Various environmental organisations are increasingly interested in how they can establish landscape investment mechanisms ("Landscape Restoration Funds") to catalyse the development and/or growth of impact businesses which create both a financial return and environmental returns which benefit the landscape.
- 14.2. A potential landscape in which LandscapeFarmCo could be established is the Makueni County landscape. The question has arisen around how Makueni County or similar areas could house a Landscape Restoration Fund, to (i) establish new ventures in Makueni County, and (ii) support existing businesses to meet landscape and environmental targets.
- 14.3. Framed another way, the question being asked is how to help new and existing ventures in Makueni County which deliver a positive environmental impact to access capital needed through the life cycle of their businesses, which they would not otherwise be able to access, particularly given the reluctance of private capital to take risk in geographies and sectors with which they are not familiar with which they are not experienced.
- 14.4. The below figure shows the type of capital that a Landscape Restoration Finance Facility would need to either (i) substitute, or (ii) attract and/or leverage, and the financial instruments which it can use to do this.

## **15. Ownership & Governance**

- 15.1. If a landscape finance facility was privately established, then its ownership, governance and management structures would be in the decision of the private owners.
- 15.2. However, given the nature of organisations with an interest in setting up such facilities, the ownership, governance and management structures of any such facility would likely need to be negotiated and agreed by the facility's stakeholders, including (i) investors, (ii) local and national authorities, and (iii) civil society groups resident within the landscape. The process of negotiation and agreement is likely to be challenging, but the outcome will hopefully be a structure that is well-supported and for which there is substantial local commitment.
- 15.3. It is inevitable that some if not all funding (in certain circumstances) is likely to be public money. In some funds, this can serve as the anchor for a blended fund, but in other landscapes, it may be that all funds are public funds because private investment will not be available.

## **16. Competition Amongst Landscape Funds**

- 16.1. If Landscape Restoration Funds wish to attract private or public capital, they will need to compete on terms of (i) good governance and structure, (ii) management quality, (iii) investment pipeline, and later, (iv) financial and environmental track record. Competitive tension will be important in establishing funding entities which are sufficiently transparent to meet the scrutiny requirements for managing public funds.
- 16.2. A competitive fund would likely have a structure roughly similar to the below in figure 14.

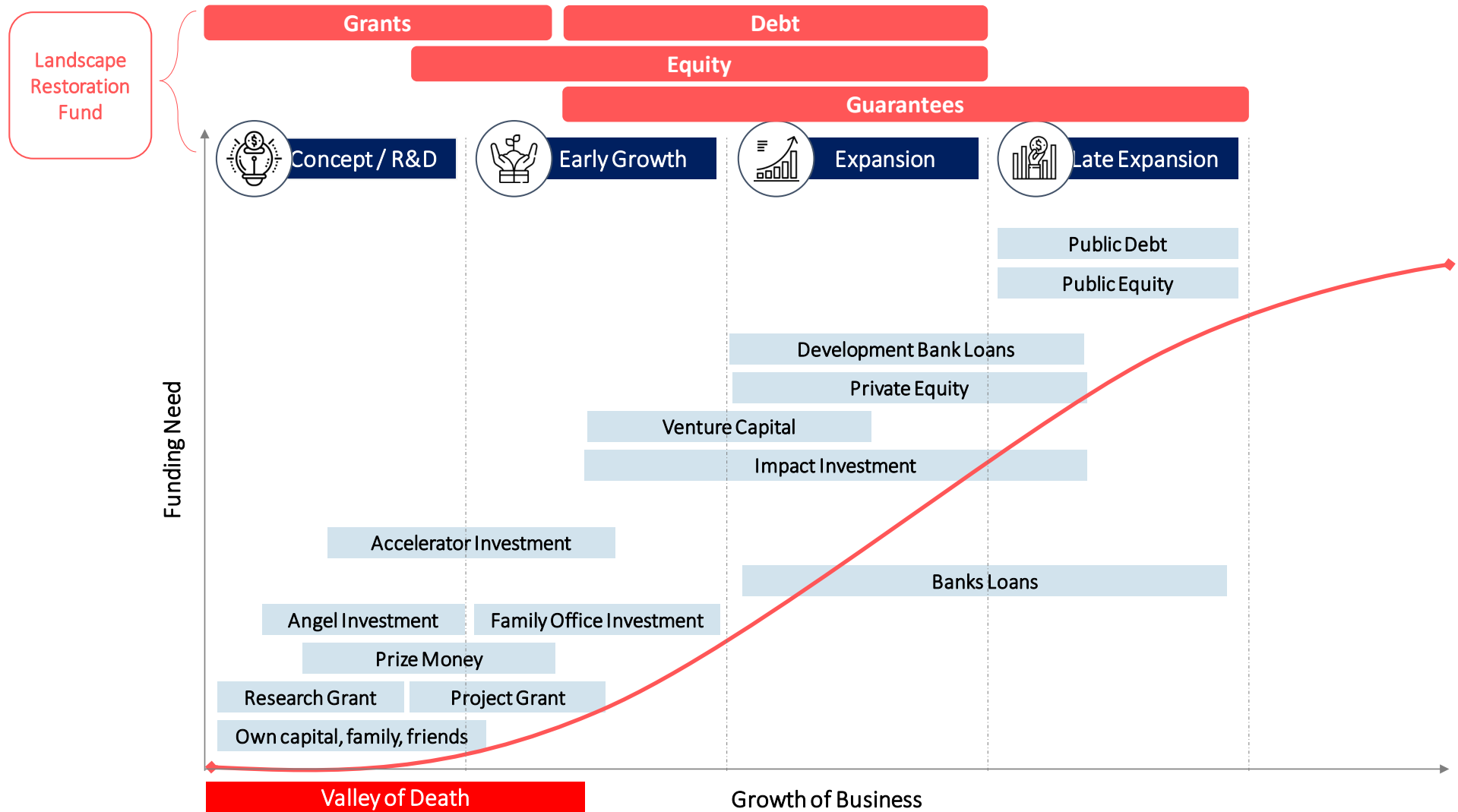


Figure 13: Role for a landscape restoration fund

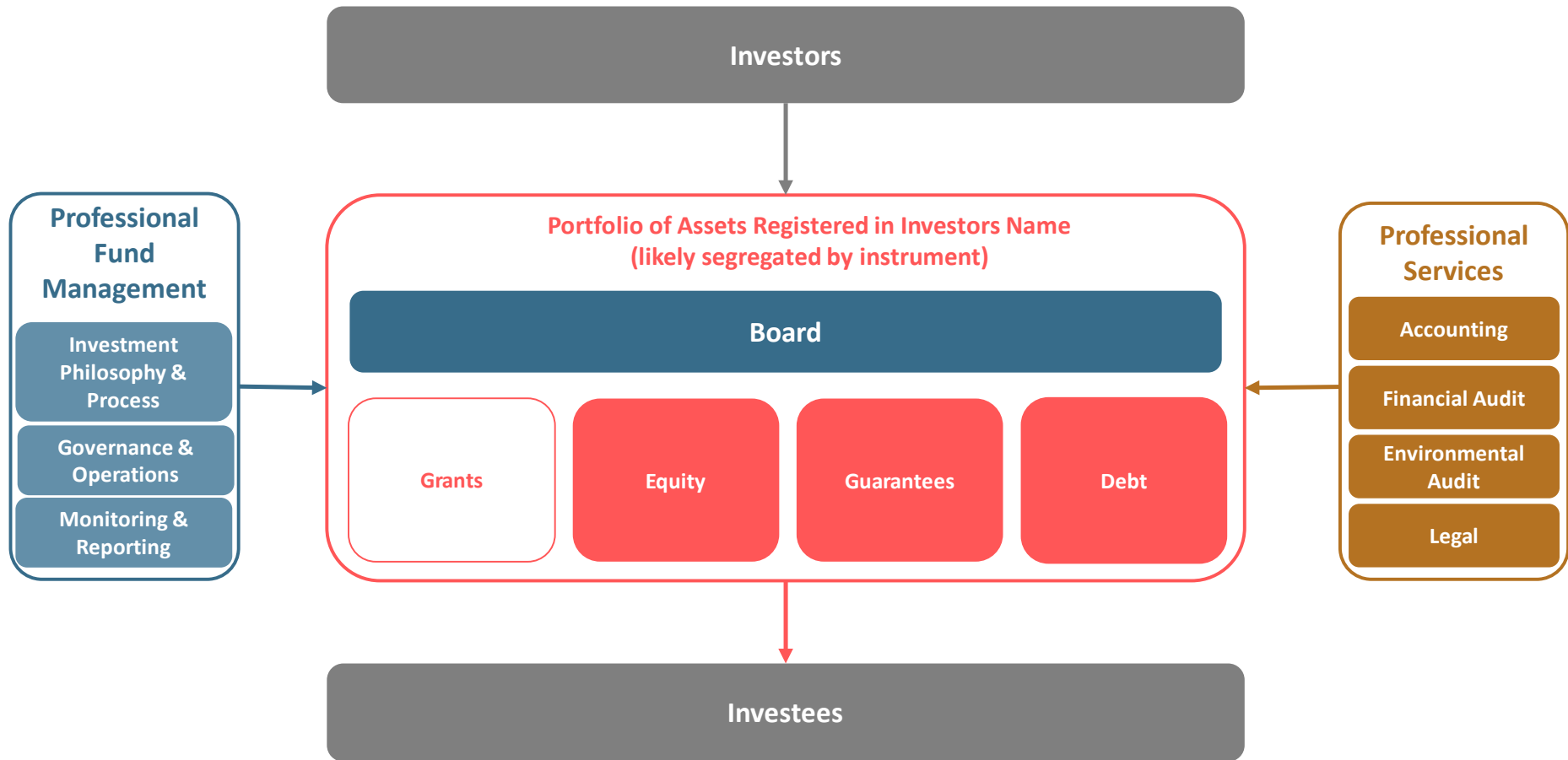


Figure 14: Landscape Restoration Fund

The key elements are:

Table 4: Landscape Restoration Fund Model

#	Component	Purpose
1	Professional fund management	Manage purchase, management and disposal of/exit from assets
2	Managed Account	To ensure assets are held in names of the investors ring-fenced from risks not associated with their specific investments
3	Professional service providers	Providing ad hoc support necessary to purchase, management and disposal of/exit from assets

Within this model, one of the investments would be in LandscapeCPR farms, in which the investee entity would be the FarmHoldCo alongside other investors potentially serving as an anchor investor and derisking other investors with first loss capital.

## 17. Next Steps

17.1. This document has set out the structure for two business models: (i) a landscape restoration venture, organised as a farm development business, and (ii) a landscape restoration fund. If CIAT is interested in pursuing either of these models, the immediate next steps for both the businesses are:

#	Action	Description
1	Creation of a summary outline of the business proposal	Creation of a deck and animation as a simple package which could be easily disseminated to interested parties
2	Circulation of outline proposal and this document to a shortlist of potential private investors, grant providers and other stakeholders for initial feedback	Collection of comments on the proposal and expressions of interest which can be provided to donors
3	“Stop/go” decision on whether to proceed with the creation of a full business plan (Step 4 below)	Key LandscapeCPR stakeholders will need to reflect on feedback from potential investors and other stakeholders on whether to proceed in building the case for the project
4	Development of a full business plan and associated financial projections including justification for grant funding	Based on input from possible investors, develop a full business plan
5	Further “stop/go” decision on whether to invest further resources in a full fund-raising effort	Following the creation of the full business plan and review of the financial projections, key LandscapeCPR stakeholders will need to decide whether to enter a full fund-raising exercise (Step 6 below)
6	Concerted, coordinated fund-raising effort	This may be for either public grant or private investment or a blend of the two

**Annex 1**

<b>Form</b>	<b>Enabling legislation</b>	<b>Principle purpose</b>
Registered Company	<a href="#">Companies Act</a>	Business
Branch office	<a href="#">Companies Act</a>	Business
Limited Liability Partnerships	<a href="#">Companies Act</a>	Business
Cooperative Society	<a href="#">Cooperative Societies Act</a>	Cooperation management
Bank	<a href="#">Banking Act</a>	Intermediating deposits
DTM MFI	<a href="#">Microfinance Act</a>	Intermediating deposits
SACCO	<a href="#">SACCO Societies Act</a>	Intermediating deposits
NGO	<a href="#">Non-Governmental Organisations</a> and <a href="#">Coordination Act</a>	Charitable endeavour



## Alliance

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