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The background image shows two women from behind, standing on a terraced rice field. They are wearing colorful, patterned headwraps and carrying large, round, woven baskets on their backs. The landscape is a lush, green valley with terraced fields and mountains in the distance under a cloudy sky.

Public-private-civic partnerships for sustainable landscapes

A Practical Guide for Conveners

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IDH, the Sustainable Trade Initiative

IDH, the Sustainable Trade Initiative convenes companies, civil society organizations, governments and others in public-private partnerships to drive sustainable market transformation in 18 international trade sectors and 11 landscapes that are key sourcing areas for globally traded commodities. Together we drive the joint design, co-funding and prototyping of new economically viable approaches to realize green & inclusive growth at scale in commodity sectors and landscapes.

IDH landscape initiatives recognize that different land users in a region often rely on the same land, water and forest resources. Decisions made to increase production in a single sector without effective coordination with other users, is likely to have negative impacts on the overall availability of resources. With a growing pressure on natural resources, there is a real danger of depletion and deforestation. In order to mitigate this risk, IDH has developed its Production, Protection & Inclusion approach to invest in sustainable landscape management.

IDH is supported by multiple European governments, including our institutional donors: the Ministry of Foreign Affairs of the Government of the Netherlands, the State Secretariat for Economic Affairs of the Government of Switzerland, the Danish International Development Agency, and the Government of Norway. We work together with over 500 companies, civil society organizations, financial institutions, producer organizations, and governments in over 50 countries worldwide.

EcoAgriculture Partners

EcoAgriculture Partners is a pioneering non-profit organization that advances the practice of integrated landscape management and the policies to support it. By facilitating shared leadership and collaborative decision-making by all stakeholders in a landscape, EcoAgriculture Partners empowers agricultural communities to manage their lands to enhance livelihoods, conserve biodiversity and ecosystem services, and sustainably produce crops, livestock, fish, and fiber.

From critical analysis of policies, markets, and land use practices, EcoAgriculture generates innovative research, tools and methodologies that help landscape managers and policymakers create and sustain integrated landscapes worldwide. A key area of EcoAgriculture's work has involved analysis and support for private sector participation in integrated landscape initiatives, most recently through our leadership of the Business for Sustainable Landscapes collaboration, as well as evaluation of the performance of market mechanisms designed to advance sustainable agriculture.

The organization serves as the Secretariat for the global Landscapes for People, Food and Nature (LPFN) initiative.

Visit ecoagriculture.org for more information.

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Preface

There has been a remarkable spread of landscape partnerships around the world, especially in places where agricultural production and markets are growing rapidly in and around environmental assets that are also important to other stakeholders for water supply, forest conservation, biodiversity, tourism, local livelihoods and culture, and climate change mitigation and adaptation. Agribusiness and the food industry, as well as farmers, are also increasingly interested in such partnerships to address new sources of business risk related to ecological degradation and social conflicts over natural resources, and to meet new commitments they have made around environmental stewardship and social inclusion.

These long-term public-private-civic partnerships are a promising and innovative approach to address these challenges—to move beyond the limitations of product certification and government regulation. But they also require a new way of doing business for all of the partners involved. Very high-quality leadership, convening and facilitation are required to manage diverse worldviews and interests and sustain coordination and collaborative action. While many organizational models are emerging, there has been little critical assessment of what forms, processes and tools are most effective. Thus partnerships are mostly feeling their way, and are often ‘re-inventing the wheel’ because so few resources are easily available to inform their decisions.

For a dozen years, EcoAgriculture Partners has been studying and learning from diverse experiences in planning, implementing and monitoring integrated landscape management around the world. In 2014, we welcomed the opportunity to become involved, as a learning partner, in the planning and launch of the Initiative for Sustainable Landscapes (ISLA) of IDH, the Sustainable Trade Initiative. We drew on our own learning and IDH staff and partners’ experience to produce a draft Guide for Conveners for the managers of the six ISLA landscape initiatives. This was applied and adapted during 2015-16 in quite diverse contexts. During that period, EcoAgriculture Partners was also involved in landscape partnerships in East Africa, Central America, Brazil and Southeast Asia and was pulling together new practical tools to support them. In 2015, EcoAgriculture Partners and IDH collaborated with the Global Canopy Programme, The Nature Conservancy and WWF to produce the Little Sustainable Landscapes Book, a primer for explaining integrated landscape management, which tightened our analytical framework and broadened our knowledge base of examples from the field.

The resulting publication, *Public-Private-Civic Partnerships for Sustainable Landscapes: A Practical Guide for Conveners*, represents the current ‘state-of-the-art’ for convening landscape partnerships. It does not present a single model, but draws lessons about when to use different approaches in different contexts. The central approach is one of adaptive collaborative management; continuing feedback and learning is essential. The authors of the Guide made a strong effort to note ways to involve businesses successfully in landscape partnerships, but the cases, examples and tools described are relevant for involving all types of stakeholders.

We are still in the early days of devising this new partnership strategy for managing the natural resource base to meet the legitimate needs of all stakeholders in our landscapes. We welcome all to use or draw from this Guide, and look forward to your feedback on ways it could be further strengthened.

*Sara J. Scherr, President and CEO
EcoAgriculture Partners*

Foreword

“Bring the private sector to the landscape agenda.” That was the assignment IDH, the Sustainable Trade Initiative, received from the Dutch government in 2014.

Until then, IDH had worked with its private sector partners and NGO implementers in programs focused on driving market transformation in sectors like coffee, palm oil, timber, cocoa and tea. Our work focused on achieving results on farms and concessions, as well as in shifting market demand. Through these programs IDH and its partners learned that great results for farmers, the environment, and consumers can be achieved. We also learned that some issues, like deforestation, water management and land-use planning needed an approach that goes beyond the farm gate, beyond a focus on one commodity.

The landscape approach offers just that: a setting for public, private and civil society partners to work together towards a shared vision of green and inclusive growth for a set area they all feel connected to and/or depend on.

With that, the learning journey of IDH and its partners had started and a team of daring bright people was formed to take on this challenge across six pilot countries with one landscape each. Over the past 3 years we have shaped and revised our approach many times, not hindered by ‘must follow’ principles, but guided by pragmatism, learning on the job and tremendously valuable partner input.

We are proud to share what we have learned, where we stand right now and how we will move forward. The program has grown from six landscapes in six countries to eleven landscapes in seven countries. It now encompasses the deforestation related commodity programs on palm, soy, timber and pulp & paper. We focus on implementing production-protection-inclusion compacts: investment in sustainable production in return for sustainable management of natural resources. Again, there’s a lot to learn.

*Daan Wensing, Director, IDH Landscape & Deforestation Related Commodities Program
IDH, the Sustainable Trade Initiative*

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I. INTRODUCTION

If current trends continue, by 2050, an estimated 70 percent increase in food production will be required worldwide to feed a growing world population, and 100 percent greater production may be needed in developing countries (Brunisma 2009). At the same time, environmental degradation in many areas is increasing and threatens to reduce agricultural productivity (Nelleman et al. 2009). Furthermore, rural poverty remains a great concern, especially in sub-Saharan Africa (IFAD 2016a) and Asia (IFAD 2016b). Increasingly farmers, agro-processors, extractive industries, energy companies, and expanding populations are competing for scarce land and water resources. These problems will only be compounded by the effects of climate change.

Thus, land users and managers at all levels are becoming aware of the need to manage land and water resources carefully to ensure food production can increase while at the same time supporting crucial ecosystem services, protecting biodiversity, and promoting sustainable rural livelihoods. Achieving long-term economic, environmental and social goals increasingly depends on developing a more coordinated approach to natural resource management at a significant scale (Thiaw et al. 2011). Strategizing and collaborating at a landscape scale offers the opportunity to address diverse factors across sectors and stakeholders from the outset, which should increase the probability of successful outcomes.

As the momentum for using landscape approaches grows, many new initiatives with similar objectives are emerging and these initiatives are looking for guidance on how to promote effective coordinated private, public and civic sector investments in the sustainable use of natural resources.

This Introduction chapter will:

- Clarify the aim and audience for this Practical Guide;
- Define the concepts of landscape and integrated landscape management as used in the Guide;
- Illustrate the ‘business case’ for private sector involvement in landscape coalitions;
- Explain the sources of case experience used in the Guide; and
- Describe the organization of the Guide around the Landscape Action Cycle.

1.1 Aim and audience for this practical guide

The aim of this Practical Guide is to share various organizations’ experiences in developing multi-stakeholder initiatives with strong private sector engagement and effective governance systems that promote sustainable land and water management not only at farm but also at landscape scale.

Effective landscape management requires strong leadership from multiple individuals and organizations, as well as individuals and organizations who can bring these diverse actors together and help them work toward a shared vision. In this Practical Guide, we use the term “landscape convener” to describe this role, which can be played by leaders in the private sector, government, and/or civil society. The primary audience for this Practical Guide is these landscape conveners.

The guide will inform the strategy these landscape leaders are developing to plan, implement and monitor the actions of multi-stakeholder landscape partnerships and coalitions. It explicitly touches upon some of the tricky challenges, like addressing stakeholders’ different perspectives about the landscape, coordinating action at multiple scales, and aligning business motivations with those of other stakeholders.

1.2 Towards sustainable landscapes: some definitions

Moving towards sustainable landscapes involves looking beyond the scope of a single sector and stakeholder group and the scale of a single land management unit to meet the needs of diverse stakeholders and sectors.

In *The Little Sustainable Landscapes Book* (2015), a landscape is defined as: a socio-ecological system that consists of natural and/or human-modified ecosystems, and which is influenced by distinct ecological, historical, political, economic and cultural processes and activities. The spatial arrangements and governance of a landscape contribute to its unique character. Within a landscape, there can be various land use types, such as agriculture, mining, forestry, biodiversity conservation, and urban areas. The actors managing these land use types usually have different objectives, e.g. biodiversity conservation, agricultural productivity or livelihood security (Denier et al. 2015).

Integrated landscape management (ILM) is a term used to describe multi-stakeholder approaches to landscape management. The level of cooperation within integrated landscape management varies from information sharing and consultation to more formal models, with shared decision-making and joint implementation. The governance structure, size and scope, and the number and type of stakeholders involved (e.g. private sector, civil society, government) in integrated landscape management vary (Scherr et al. 2013).

There are many different communities of practice that build on particular 'entry points' for collaborative landscape action, such as water (participatory watershed management), biodiversity (biological corridors), climate (climate-smart territories), land restoration (landcare) or forest restoration (forest landscape restoration), or government action (jurisdictional sustainability). In this Guide, all of these are considered types of integrated landscape management.

1.3 The case for private sector investment in landscape coalitions

Until relatively recently, most integrated landscape initiatives and coalitions around the world mainly involved non-government organizations, producer organizations, communities and governments. There has been only modest participation of private businesses, either because they did not perceive a strong business case, or because the coalition partners did not know how to effectively involve them.

But this is changing rapidly (Scherr et al. forthcoming). In many landscapes, the private sector is a dominant user or manager of natural resources, driving land use change either directly or indirectly. This is especially true in landscapes where production of agricultural commodities for national and global supply chains is the principal economic activity. Production of agro-commodities commonly impacts off-farm sites, both near and far, with important effects on the health and livelihoods of people living in the landscape and natural areas in and around production zones, as well as the overall productivity of the farm or concession itself. Population

growth and economic development in agro-commodity producing landscapes can also lead to increased competition for water and land, increasing the likelihood of conflicts.

Many supply chain initiatives have successfully supported best management practices at the farm or production level, primarily through the adoption of farmer field schools, certification and standards. While these systems provide companies with metrics to improve social and environmental performance, their impact is limited to individual (smallholder) farms or concessions and they do not address the challenges in the wider landscape where production takes place.

Companies are increasingly recognizing broader risks, such as competition for water, challenges to deliver on deforestation commitments, and reputational concerns related to their “license to operate.” Addressing such challenges requires working with a broader set of actors and issues outside the immediate sourcing or production areas. This recognition is triggering growing interest in landscape approaches in combination with supply chain interventions (Figure 1). It is important for businesses to demonstrate to customers that they are operating in socially and environmentally responsible ways in regions where they produce and/or source their commodities.

Thus companies may decide to engage in landscape-level multi-stakeholder coalitions, where these align with and support their own objectives (Shames and Scherr 2015). Investment by businesses may include designation of an employee to a multi-stakeholder planning process, allocation of financial resources to joint studies or data collection, activities such as tree planting or trainings, or co-funding critical infrastructure.

‘ENTRY POINT’ OF THE PRIVATE SECTOR

Multi-stakeholder collaboration in a landscape makes it possible to reduce production or sourcing-related risks, protect and enhance a company’s reputation and brand identity, identify shared risks and share costs in addressing these, improve transparency and credibility, improve relations with landscape stakeholders, including government and communities, and increase opportunities for scaling up sustainability interventions. A landscape approach is particularly useful when the magnitude of risk (or actual impacts) is too great for any one stakeholder to address and extends far beyond the farm scale (Figure 2).



FIGURE 1: Interest in landscape approaches increases with diverse risks and opportunities

In addition to risk mitigation (i.e. avoided costs), business participation in landscapes can open up opportunities for sharing costs and joint resource mobilization (blending sources of public-private finance), cost savings (e.g. taking in cleaner water and thereby reducing water filtering costs) and market differentiation (i.e. being seen as a front-runner).

For example:

- In Kenya, tea producers Unilever and Finlays are directly incentivized by loss of ecosystem services: deforestation in the South West Mau Forest results in negative impacts on the rainfall patterns and water flow to their tea plantations downstream.

- In Mato Grosso, Brazil, companies are driven by commercial and reputation risks, as well as legal requirements for complying with the new forest code.
- In West Kalimantan, Indonesia, the Roundtable for Sustainable Palm Oil compensation mechanism, which provides compensation for forest loss from palm oil plantations, is becoming a potential driving force for the private sector to participate in the landscape approach.

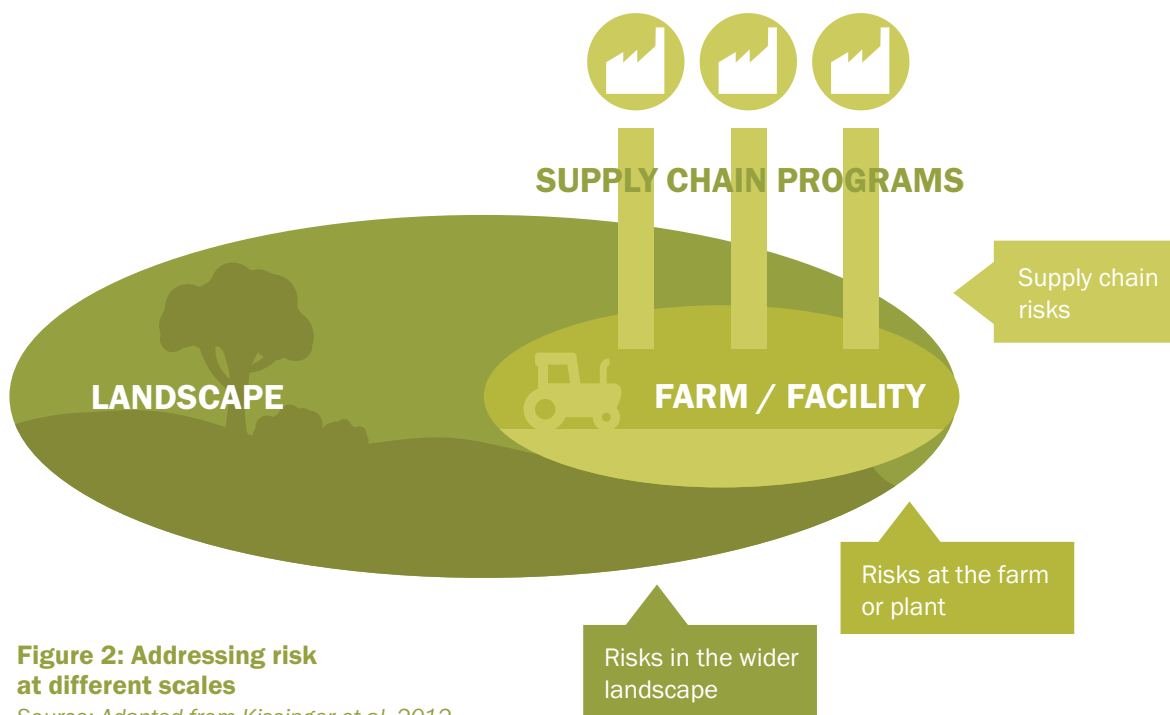


Figure 2: Addressing risk at different scales

Source: Adapted from Kissinger et al. 2012

Coalitions work when each partner has a material stake in success. Collaborative governance and management at a landscape scale is complex and can involve high transaction costs, and tangible results take relatively long to materialize. Thus before initiating or joining, businesses must carefully assess their appropriate role, whether as leaders, active partners, investors, or simply aligning their business activities with initiatives of other stakeholders in the landscape. Businesses with the greatest stake are often those with fixed assets in the area, or those that must secure a critical supply of raw materials that cannot be sourced elsewhere.

IDH has found that private sector stakeholders' willingness to participate in landscape processes can be improved by:

- Signals from buyers and neighboring companies that the initiative is of importance;
- Organizing practical and 'business-like' meetings;
- Creating opportunities to market their brand and differentiate their product;
- Including 'quick win' joint activities, such as a tree planting day, while long-term action unfolds.

Over 420 multi-stakeholder landscape initiatives have been documented around the world, and less than a fifth of them involve private companies (Estrada-Carmona et al. 2014; Garcia-Martin et al. 2016; Milder et al. 2014; Zanzanaini et al. 2015). Yet many leading businesses recently have begun to collaborate with other stakeholders in regions where they have a material stake, and see collaborative landscape projects as a tool to address risks and create new opportunities for sustainable sourcing. Integrated landscape management will attract business support, or at least alignment, when it results in clear risk mitigation, value creation and coordinated financial investments (Scherr et al. forthcoming).

1.4 Background of this practical guide

This Practical Guide draws from the diverse field experiences of the Initiative for Sustainable Landscapes (ISLA) of IDH, the Sustainable Trade Initiative, and of EcoAgriculture Partners. EcoAgriculture Partners and also ISLA worked together, in collaboration with other partners, to write the Little Sustainable Landscape Book in 2015 as a primer on integrated landscape management. An earlier draft of the Guide was tested by ISLA over the course of 2015, through pilot work in six landscapes and through its work on innovation, advocacy and communication at the global level.

EXPERIENCE OF IDH'S INITIATIVE FOR SUSTAINABLE LANDSCAPES (ISLA)

IDH's ISLA, which begun in 2014, fosters innovative multi-stakeholder engagement in support of long-term sustainability in eleven agro-commodity landscapes (see Figure 3). Leveraging and balancing the interests of all stakeholders, including companies, governments, civil society organizations and others, and developing the business and investment case, are key elements of the ISLA approach.

18 SUPPLY CHAINS

11 LANDSCAPES

idh the sustainable trade initiative



Figure 3: IDH's Initiative for Sustainable Landscapes (ISLA)

CASE I

Motivation for multi-stakeholder landscape action in the Cerrado, Brazil

In 2013, the International Union for Conservation of Nature (IUCN), Nespresso and a local NGO, Instituto Pesquisas Ecologicas, worked together on a project to identify the ecological impacts and dependencies of the coffee production chain in the Cerrado biome in the state of Minas Gerais, Brazil. After an assessment phase, it became clear that the primary problem was associated with the ecosystem's ability to provide clean water, which not only affected the coffee value chain, but also the landscape as a whole, including rural communities and their diverse set of economic activities. IUCN used the Corporate Ecosystem Services Review methodology to

engage Nespresso to assess landscape risks and opportunities. Further the Biodiversity Risk and Opportunity Assessment Tool (BROA) was utilized to develop action plans, which included engaging other local stakeholders in collaborative activities.

Ecosystem delivery of fresh water was fundamental to all stakeholders and thus, an organizing objective for the consortium. IUCN wanted companies to think “beyond compliance” to see the benefits of a wider approach to risk mitigation and sustainability for their operations. It took almost two years to get the consortium up and moving towards collaborative activities, but since then it has served as a valuable catalyst for action in the region for improved land and water management. This example highlights the value of tools (particularly quantitative assessment tools) in engaging private sector actors and the need for patience and long-term engagement.

ISLA convenes relevant stakeholders, explicitly including companies impacting the area by producing or sourcing products from it, and then facilitates discussions about possible interventions in that landscape, recognizing costs and benefits of different scenarios for different stakeholders. ISLA also co-funds, together with other stakeholders, feasible interventions that are broadly supported and identified through multi-stakeholder dialogue. While company engagement and co-funding are important elements, the initiative also involves governments directly as project implementers, and works to strengthen their buy-in to the initiative. An earlier draft of the Practical Guide was tested by conveners in ISLA projects. Included in the Guide are examples from ISLA projects in the Southwest Mau Forest, Kenya; Mato Grosso, Brazil; and the Central Rift Valley, Ethiopia.

EXPERIENCE OF ECOAGRICULTURE PARTNERS

EcoAgriculture Partners is an internationally recognized center of expertise in integrated landscape management. Our 12 years of experience supporting landscape initiatives and partnerships has provided us with a comparative understanding of landscape contexts around the world, available tools for conveners, and connections to diverse learning networks. EcoAgriculture Partners takes a participatory approach to improving landscape management and has experience training landscape leaders in East Africa, Latin America and the United States. In 2015, EcoAgriculture Partners led the Business for Sustainable Landscapes collaboration with companies and partners working with companies around the world to take stock of business participation in integrated landscape management and lessons that had been learned. Key findings are incorporated in this Guide.

Included in the Guide are examples from landscape initiatives with which EcoAgriculture Partners has collaborated, where private sector actors were active, including: Imarisha Naivasha, Kenya; Mbeya, Tanzania in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT); Laikipia County, Kenya; Lari Landscape, Kenya. In addition, the Guide highlights the experiences of several members of the Landscapes for People, Food, and Nature Initiative, including: the International Union for Conservation of Nature (IUCN) in the Cerrado, Brazil and Atlantic Forest, Brazil; Fauna & Flora International (FFI) in Lombok, Indonesia; the World Agroforestry Centre (ICRAF) in Indonesia; and the Rainforest Alliance.

1.5 The organization of this guide around the landscape action cycle

The process of developing and leading landscape coalitions can take many forms, and much has been learned from experience around the world about how to make these initiatives work. The authors of the Little Sustainable Landscapes Book identified five key elements in the cycle of landscape action (Figure 4).

As they describe, “interested stakeholders in the landscape come together for cooperative dialogue and action in a multi-stakeholder platform. They undertake a systematic process to exchange information and discuss perspectives to achieve a shared understanding of the landscape conditions, challenges and opportunities. This enables collaborative planning to develop an agreed action plan. Stakeholders then implement the plan, with attention to maintaining collaborative commitments. Stakeholders also undertake monitoring for adaptive management and accountability, which feeds into subsequent rounds of dialogue, knowledge exchange and the design of new collaborative action” (Denier et al. 2015: 59).

LANDSCAPE ACTION CYCLE The rest of the Practical Guide is organized around these five elements:

- Chapter 2: Building the multi-stakeholder coalition;
- Chapter 3: Developing a shared understanding of the landscape;
- Chapter 4: Engaging in collaborative planning;
- Chapter 5: Implementing interventions effectively; and
- Chapter 6: Monitoring and evaluating results.

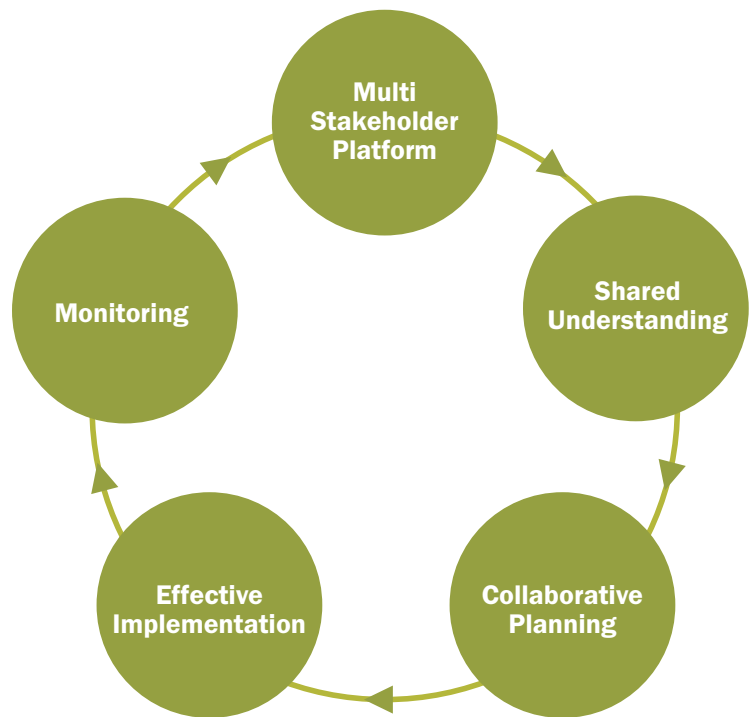


Figure 4: Landscape action cycle
Adapted from Denier et al. 2015

Each chapter introduces the element, discusses practical approaches for the process, illustrates key points with examples from ongoing landscape partnerships, introduces useful tools, and suggests some ‘tips and tricks’ for effective actions. We suggest that the Practical Guide is used to help plan and organize an effective landscape initiative, or to strengthen an existing initiative. By first becoming familiar with the entire Guide, a landscape convener can anticipate how information in the different chapters may be valuable in advancing the landscape action cycle. The convener can then refer to particular chapters of the Guide for specific ideas about how to advance a landscape initiative through the respective phases of the cycle.



2. BUILDING THE MULTI-STAKEHOLDER COALITION

A foundational element of the landscape approach is the process of building the multi-stakeholder coalition, or partnership. This may include strengthening existing coalitions or helping to develop new coalitions to support long-term, viable multi-stakeholder landscape governance.

This chapter discusses:

- Overall strategy for coalition-building;
- Identifying and mapping stakeholders;
- Engaging relevant stakeholders; and
- Defining landscape boundaries.

2.1 Overall strategy

There are various pathways to the development of multi-stakeholder coalitions for landscape management. Some build from smaller successful local partnerships, bringing on board other strategic partners to enable action at landscape scale and to reach more ambitious objectives, as in the case of the Solidaridad-supported Northern Coast integrated landscape project in Honduras, which evolved from an earlier initiative for sustainable palm oil development. Others are facilitated by external catalysts who help mobilize interested internal stakeholders to cooperate on shared challenges and opportunities, as in the case of ISLA (see Case 2, which includes an example from the Central Rift Valley of Ethiopia). Still others begin by networking among diverse existing local initiatives that have similar aims and complementary strengths and contributions, which eventually develop a shared governance system, as in the case of Brazil's Atlantic Forest Restoration PACT (see Case 3).

The approach depends on the nature of the challenge, existing institutions, and the position of those championing a landscape strategy. The strength of public, private and/or civic sector motivation for initiation and engagement, the level of financing that is put to the challenge, and the creativity and influence of the leadership that emerges to develop the coalition are important factors in defining the pathway.

Recognizing and building effective leadership for multi-stakeholder coalitions is a cornerstone of any strategy. Multiple leadership roles are needed in a landscape coalition including analyzing complex social-ecological situations, recognizing value in multiple stakeholder perspectives, capturing innovation from diverse sources including business and community, and designing and facilitating multi-stakeholder processes and partnerships, among others. Leaders of all the different stakeholder groups need to be involved; not just the convening organization. Effective leaders will work together to define and share in these roles according to need and their respective competencies. Building this distributed form of leadership across stakeholder groups and organizations benefits from investment in capacity building that enables diverse leaders to share relevant knowledge and jointly hone the necessary skills.

CASE 2

ISLA's process for building landscape coalitions with the private sector

ISLA's program was designed to strengthen existing landscape coalitions or to help develop new landscape coalitions to support long-term, viable multi-stakeholder governance. When the program began, some landscapes already had functioning landscape coalitions in place but these aimed to increase business engagement in the coalition. In most other places, however, the landscape multi-stakeholder coalition grew out of a productivity concern in the landscape, and included the private sector from the start.

In both cases, ISLA's approach includes four main phases: 1) building the coalition along with expert input on key issues in the landscape; 2) deciding on and establishing commitment for specific joint actions; 3) strengthening public-private governance; and 4) improving landscape investment (Figure 5).

Within the ISLA process, different actors play distinct roles. ISLA managers or conveners help to convene stakeholders initially and conduct general project management activities. The multi-stakeholder platform agrees on key issues, establishes a vision for the future of the landscape, and identifies key actions. Coalition members themselves, or in partnership with implementing partners, then implement actions that were designed by the coalition. These actions can include investment in physical assets, like soil conservation or tree planting, as well as broader actions to improve the enabling policy and investment environment.

IDH plays a role in recruiting the ISLA manager and convener, convening the coalition, and mobilizing funding. Knowledge partners implement research and develop joint knowledge products, and outreach partners share and disseminate those findings (Table 1). From the start, ISLA considers an exit strategy to ensure the institutional sustainability of the landscape initiative.

For example, in the Central Rift Valley of Ethiopia, the ISLA Ethiopian landscape coalition of public, private and civil society organizations (CSOs) was developed in 2015 through a rapid mapping of the relevant stakeholders and convening them on shared issues of concern. The coalition consists of stakeholders with a business case to engage in landscape interventions and policy level dialogues to improve soil and water management as well as livelihoods in the region. It includes organizations such as the Rift Valley Lakes Basin Authority, the Ethiopian Horticulture Development Agency, and the Ethiopian Horticulture Producers & Exporters Association.

IDH used a commissioned scoping report and other analyses on the current state of the environment in the region, presented by local knowledge institutes, CSOs and consultants, to help build the business case for joining the coalition. IDH slowly built trust and collaboration among stakeholders in the first year of the program through a number of bilateral meetings with individual stakeholders/partners, frequent stakeholder coalition meetings, joint development of activities (i.e. smaller scale 'quick win' projects), as well as quarterly newsletter communications to all stakeholders.

CASE 2 CONTINUED

ISLA's process for building landscape coalitions with the private sector

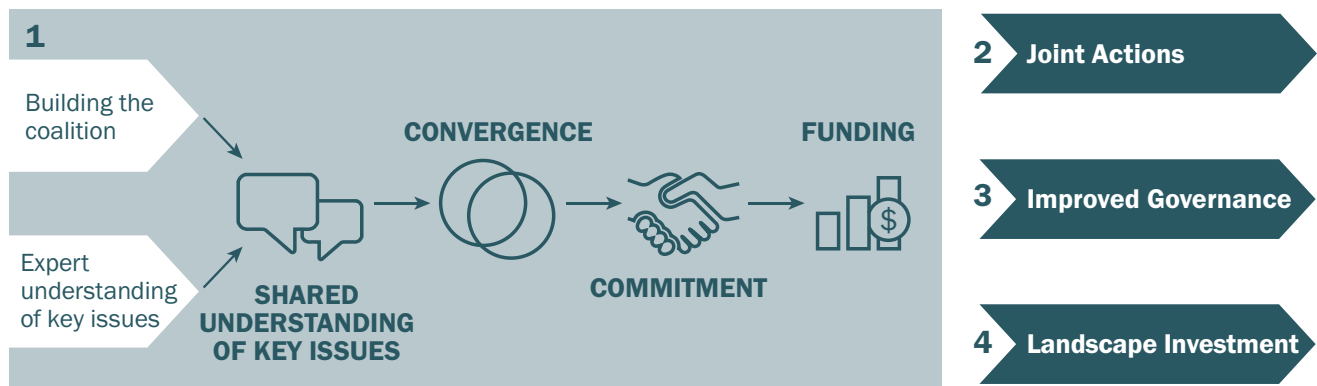


Figure 5: The ISLA process of landscape institutional development

Table 1: Roles of various actors in ISLA process

TITLE	ROLE
ISLA manager/convener	<ul style="list-style-type: none"> • Convene and manage the landscape
ISLA multi-stakeholder coalition	<ul style="list-style-type: none"> • Agree on key issues, vision and joint actions and their funding • Jointly lobby for policy changes, in some cases
Coalition members and Implementing partners	<ul style="list-style-type: none"> • Implement actions as designed by the coalition
IDH	<ul style="list-style-type: none"> • Recruit/contract mandated, skilled and trusted ISLA convener • Convene the coalition, but don't lead it • Assist in mobilizing funding • Monitor progress and impact toward landscape program goals
Knowledge partners	<ul style="list-style-type: none"> • Implement research • Provide specific support to monitoring and impact measurements • Develop joint knowledge products
Outreach partners	<ul style="list-style-type: none"> • Share/disseminate learnings, tools and approaches

CASE 3

Brazil's Atlantic Forest Restoration Pact

Brazil's Atlantic forest is one of the highest priority regions for conservation in the world, due to its extraordinary biological diversity. The forest also supplies crucial environmental services. However, less than 15% of the original forest remains intact. Large-scale forest and ecosystem restoration is required to maintain biodiversity and ecosystem services and accomplish the long-term goals of diverse stakeholders in the region, including enhancing the water supply, controlling flooding, complying with Forest Code regulations, improving income and creating thousands of green jobs through the restoration supply chain.

The Atlantic Forest Restoration Pact (PACT) was formally established in 2009 as a network of national and international NGOs, research institutions, government agencies and private companies to coordinate and integrate the activities and resources of diverse stakeholders with the goal of restoring 15 million hectares of degraded lands and forests land by 2050.

The PACT partnership was spearheaded by a small group of environmental NGOs, including The Nature Conservancy and the International Union for Conservation of Nature (IUCN), which facilitated a group of conservation organizations, private companies, governments, researchers, and landowners around a shared goal to “bring the Atlantic Forest back from the brink of extinction.” Under the leadership of this small group, a vision was developed with a set of priorities, strategies, and key products produced to support the Restoration Pact. Working groups composed of staff from several of the institutions were established to undertake priority activities

and generate the first outcomes of the PACT, thereby establishing a credible track record. The PACT prepared media campaigns about the prospective benefits of restoration and its desired outcomes to elicit additional partners and financial support.

While partner participation in the PACT platform is voluntary, obtaining signed commitments from diverse actors to assume a spectrum of roles helps ensure the functioning of the PACT through a measure of peer-based accountability. Actors in PACT currently include more than 270 signatory organizations, including farmer and community organizations, which collectively promote, facilitate and carry out restoration projects across 17 Brazilian states (Calmon, M. in Buck et al. in press).

2.2 Identifying and mapping stakeholders

Identifying stakeholders is the first step in building a multi-stakeholder coalition. It is an ongoing process throughout the life of the initiative. Stakeholders may include various government agencies, producer and community organizations, agri-commodity businesses, and other companies with a stake in the landscape, as well as non-governmental organizations (NGOs), among others (Figure 6). They may include actors operating at different scales (national/international, state/landscape, local).

Different types of stakeholders may relate to the initiative in different ways.

- Primary stakeholders influence natural resource management or business practices directly and/or they are most directly impacted by resource management decisions or business practices. These stakeholders may operate at the field, state/landscape, or national/international levels.
- Secondary stakeholders are less influential or less impacted by natural resource management decisions or business practices, but may have something valuable to offer to the multi-stakeholder process in terms of expertise, financial resources, or network connections.

To determine if a stakeholder is a primary or secondary stakeholder, consider the following questions:

- How do they affect changes in the landscape?
- What is their history with other key stakeholders?
- What would be their interest in joining the coalition?
- What could they bring to the table?



Figure 6: Possible types of stakeholders
Different types of stakeholders may relate to the initiative in different ways.

The next step after identifying relevant stakeholders is to analyze and sort them according to their stake in the process, which is often referred to as stakeholder analysis (Brouwer et al. 2015). Stakeholder analysis can help landscape coalition leaders understand at which levels various stakeholders are operating, what degree of influence they have, and how likely they are to be impacted by the landscape interventions. As Figure 7 highlights, stakeholders that have the most influence and interest are ideal candidates for engaging in the coalition itself.

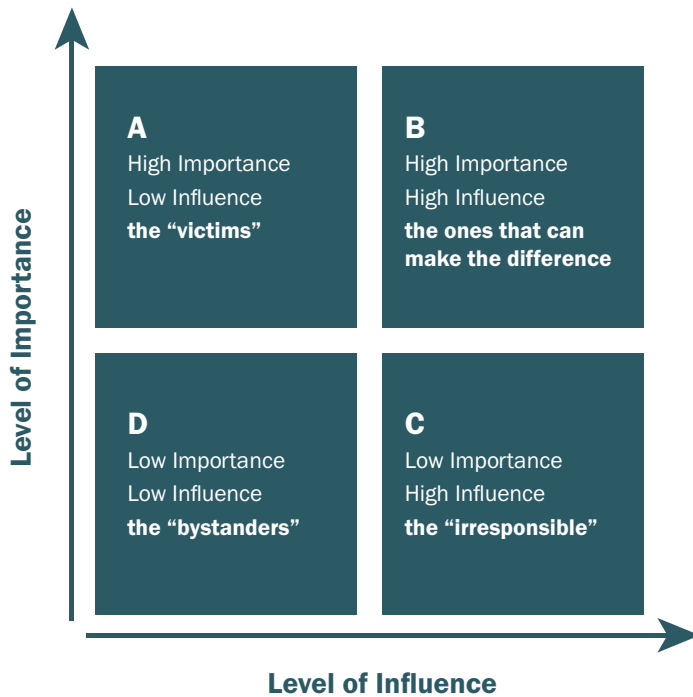


Figure 7: Importance / Influence Matrix

Source: Adapted from Wageningen University Center for Development Innovation 2012

It is important to consider the role of marginalized stakeholder groups in the landscape initiative, including women, youth, culturally vulnerable groups or poor communities. They may be perceived as lacking the skills, organization or resources to exert a high level of influence on the collaborative landscape process initially. However, many groups who are perceived as powerless actually influence the way that resources are used and managed in important ways. For example, low-income families may access resources from public or protected land to meet their needs for food and fuel.

Engaging economically or politically marginalized groups can be a sensitive issue. It is important for landscape coalition leaders to understand the political, historical and cultural context in deciding how and when to engage these groups. Consulting with leadership and advocates for such groups is essential in developing a viable strategy for engagement.

CASE 4

Building on existing initiatives in Lombok, Indonesia

In partnership with businesses, government and civil society, Fauna & Flora International (FFI) and the British American Tobacco Biodiversity Partnership sought to promote integrated ways to manage watersheds to enhance biodiversity, support agriculture and improve livelihoods in Lombok, Indonesia. After four years of working on various activities related to watershed management, FFI were invited by the head of the Central Government Watershed Management Agency to act as lead facilitator in the development of the Renggung Watershed Management Plan process. This mandated bringing together multiple stakeholders to develop a landscape wide plan. A key part of FFI’s broader approach was to demonstrate implementing watershed management by strengthening upstream community-managed forests already under the Indonesian Government’s social forestry program in Lombok. FFI found that the best chance for success, traction, replication and longevity was to find and build on synergies with existing programs, initiatives and processes, especially with government.

During the stakeholder analysis process it is important also to identify existing coalitions that could provide a basis for action or a partnership structure upon which to build (Case 4). Analyzing gaps between stakeholders with visible influence and stakeholders with possible interests in a landscape coalition can help clarify the role and mandate of these existing coalitions and strategies for building them into a broader landscape governance system.

2.3 Engaging relevant stakeholders

Part of the job of landscape coalition conveners is to determine which stakeholders to engage and develop a stakeholder engagement strategy. Determining which stakeholders need to be engaged depends on the issue that is being addressed. For that reason, it is often important to start the process of coalition building with bilateral meetings with the most influential stakeholders to find out what key issues they feel need to be addressed and then move to identify and mobilize relevant stakeholders who are needed in a broader coalition. Then, the convener is well-positioned to propose elements of a stakeholder engagement strategy that are consistent with stakeholder interests and build on any existing stakeholder engagement activities.

The stakeholder engagement strategy should:

- Identify logical entry points for key stakeholders,
- Identify investments needed to prepare and enable stakeholders to participate, and
- Specify activities to build trust and address stakeholders' concerns.

ENGAGING THE PRIVATE SECTOR

Critical to engaging the private sector (and other stakeholders) in the landscape is demonstrating why collective action is needed and how it can create shared value for all stakeholders. While the value proposition to any one actor is based on their individual assessment of risks and opportunities, which defines the scope and scale of their engagement, landscape conveners must present an attractive vision for action.

When aiming to mobilize private sector partners in a landscape coalition, it may be important for a landscape convener to carefully consider the type of business (i.e. sourcing products from the landscape, or producing directly in the landscape), the scale of the business, and its ownership (i.e. is it a local, small- or medium-sized enterprise, a subsidiary of a larger company, or a multinational corporation). Different drivers or 'entry points' can be important for different types of businesses to commit resources to the landscape. The type of business also defines, to some extent, the role the business can play in the landscape coalition (Table 2).

The Landscapes for People, Food and Nature Initiative (LPFN) has created a guide with other tips to help engage business leaders in landscape initiatives (Gross and Wertz 2015). It is important to highlight that landscape coalitions are organized to address challenges in a "pre-competitive space" so companies ensure they do not violate anti-trust laws by having discussions of agreements or concerted actions that may restrain competition.

CASE 5

Establishing the business case for landscape action in Southwest Mau Forest, Kenya

Kericho, in the Southwest Mau landscape, is one of the largest tea production areas in Kenya. Large companies like Unilever and Finalys produce a significant amount of their tea in this region. However, deforestation is causing changes in the rainfall patterns and the microclimate, which is negatively affecting tea yields. These changes are also causing challenges for other stakeholders in the region, including hydropower companies and smallholder farmers. To reverse this trend, stakeholders needed to work together to move away from the current model.

IDH together with KPMG business consultants developed a landscape investment model, which quantified the costs and benefits of different landscape investment scenarios on five main stakeholder groups: tea estates, smallholder farmers, surrounding communities, the hydropower company, and the government. The results projected positive returns for all stakeholders in a scenario where investments had a lesser impact on forests.

However, establishing a positive business case is not sufficient to guarantee that businesses within a landscape agree to take action. Landscapes take a long time to change, and the long-term green growth investment scenario competes with opportunities that have higher returns in shorter timeframes. To help overcome these challenges, IDH launched a landscape coalition that generated a vision for “Building our Flourishing Future,” building off the leadership of some key private sector actors in the tea sector. The landscape coalition engages government, civil society, community, and knowledge organizations as coalition partners to address critical shared risks related to deforestation and develop opportunities for sustainable economic growth in the region.

Table 2: The potential roles and drivers for various types of businesses in landscape coalitions

TYPE OF BUSINESS	POTENTIAL ROLES	DRIVER
International	<ul style="list-style-type: none"> • Collaborate in shaping buyer commitments (e.g. deforestation free supply chains) • Secure preferential sourcing from verified sustainable landscapes 	<ul style="list-style-type: none"> • Reputational risks • Buyer requirement • License to operate • Legal compliance • Long-term productivity • Cost savings • Co-funding mobilization, improved legislation, improved stakeholder relations
Concession holders	<ul style="list-style-type: none"> • Lead, join or support initiatives to promote sustainability in the landscape and address key sustainability risks 	
Large scale producers in the landscape	<ul style="list-style-type: none"> • Co-fund interventions, lobby for policy change as part of the coalition; • Initiate and demonstrate long term public-private (jurisdictional) governance arrangements 	
Organized associations of small and medium-sized business and producers	<ul style="list-style-type: none"> • Lead, join or support landscape coalitions • Lobby for policy changes • Organize implementation of interventions 	
Unorganized small and medium sized businesses	<ul style="list-style-type: none"> • Join and support landscape coalitions initiated by others with specific roles and (in-kind) contributions 	

ENGAGING THE PUBLIC SECTOR

The public sector usually plays an important role in landscape coalitions, at local, state, regional and/or national levels. Because governments tend to be organized around sectors, it is important to ensure that multiple government agencies are included in the coalition and that issues of coordination between relevant agencies is addressed. When trying to engage the public sector in the coalition, landscape coalition conveners need to understand the incentives of different governmental departments, seek to strengthen existing governmental mandates, provide a compelling vision for government action, and build on pre-existing relationships. Table 3 provides some additional considerations for engaging the public sector.

Common entry points for government engagement in multi-stakeholder platforms include:

- Improving or securing government revenues by ensuring long term productivity in the landscape, and possibly short term revenue increases related to compliance with environmental laws, taxes and payments for environmental services;
- Achieving domestic policy objectives, such as those set out in a green growth or climate change strategy, or a deforestation commitment;
- Making their landscape or jurisdiction attractive to globally sourcing companies and investors with a green agenda; and
- Electoral considerations and opportunities for political leadership to show success.

In the ISLA program, engaging the government was challenging, because government structures have many departments responsible for different aspects of the landscape, and coordination between government bodies is usually limited. To overcome these challenges, the landscape conveners carefully considered which government institutions and individuals to invite to join the table. They also prepared a well-developed ‘pitch’

that included evidence that a landscape approach can work, based on an understanding of the incentives of different governmental departments. For the majority of ISLA landscapes, mobilizing the government was most effective when existing personal relationships were used to identify and approach individual champions in the identified government agencies.

For example, in response to demands for action from non-governmental organizations and the private sector, the government in the state of Mato Grosso, Brazil convened stakeholders in the public, private and civil society sectors, to develop a green growth plan for the state which would avoid 6 gigatons of CO₂ emissions by 2030 while doubling agricultural production. This process resulted in the Produce, Conserve, and Include Strategy, which the Governor presented during the United Nations Framework Convention on Climate Change Conference of the Parties 21 in Paris. IDH’s ISLA program works as a part of the Mato Grosso coalition to help bring international investment and technical expertise to the group (IDH 2017).

Local governments are often important partners in landscape coalitions because of their direct stake in the coalition’s activities. Sometimes a landscape encompasses the entire jurisdiction of a local government, as in the case of the landscape initiative in Laikipia County, Kenya. However, more often, several local governments are partners in a coalition, as in the case of the Imarisha Naivasha Initiative in the Lake Naivasha Basin, Kenya, where the landscape boundaries cross three local government’s jurisdictions. In either case, strong public leadership with a commitment to coordinate policies and actions across sectors and jurisdictions to realize the benefits of integrated approaches to development is a valuable asset in a landscape coalition. Identifying and cultivating these leaders is a worthwhile investment of time and effort.

Table 3: Engaging the public sector in landscape coalitions

FACTORS AFFECTING ENGAGEMENT	CHALLENGES	IDEAS FOR OVERCOMING CHALLENGES
<ul style="list-style-type: none"> • Very context specific • Depends on government institutional set-up • Depends on culture and power balance, whether government is hierarchical or decentralized and degree of coordination between different departments 	<ul style="list-style-type: none"> • In the institutional set-up, no “home” where integrated approach fits • Unfamiliar with landscape approach • Dealing with changes in leadership in government (staff turnover, elections) • Prospective negative fiscal outcomes from natural resource conservation • Rent-seeking behaviour • Top-down decision-making • Lack of interest in ecosystem services at political level • Coordinating action among multiple jurisdictions 	<ul style="list-style-type: none"> • Need to understand incentives for different governmental departments • Provide a good narrative, compelling vision, build a sense of urgency/momentum, and evidence that a landscape approach can work • Build on existing (personal/professional) relationships • Seek to connect to and strengthen existing government objectives/commitment • Start with getting buy-in at national level if top-down • Support technical studies calculating the “business case to government” • Demonstrate electoral benefit of green agenda • Emphasize opportunity to mobilize climate finance • Have important private sector partners communicate the message • Set up cross-jurisdictional coordination mechanisms • Generate positive fiscal benefits

ENGAGING CIVIL SOCIETY

Civil society groups include non-governmental organizations and institutions, such as indigenous people, universities, natural resource users' organizations, and social and environmental advocacy organizations at the local, national and international levels, among others. Engaging civil society groups effectively requires a deliberate strategy, because they can play diverse roles in a landscape coalition and are motivated by a variety of factors (Table 4). It is important to look for a broad spectrum of civil society representatives who can contribute expertise and insight. Tapping civil society groups' local knowledge can be essential to developing innovative, context-specific landscape approaches.

The ISLA program coalitions often include civil society representatives; however the program has been careful not to assume civil society organizations represent the needs and desires of the local communities in the landscapes. Local communities often join the coalition with their own representation, delegating representatives of local resource user groups.

Table 4: The potential roles and drivers for various types of civil society groups in landscape coalitions

TYPE OF CIVIL SOCIETY GROUP	POTENTIAL ROLES	DRIVERS
Indigenous people organizations	<ul style="list-style-type: none"> • Demonstrating viable traditional practices • Decision-making regarding interventions • Implementation of interventions 	<ul style="list-style-type: none"> • More secure access to water, energy, wild products • Reduced conflict among land and water users • Improved livelihood security and resilience
Universities and research institutes	<ul style="list-style-type: none"> • Capacity building and extension services • Research on innovative land use systems, practices and policies • Strengthen knowledge, capacities and tools for integrated landscape management 	<ul style="list-style-type: none"> • Focus for funded multi-sectoral outreach • Means of implementing applied, practical, cross-disciplinary research • Engaging faculty and students in stimulating cutting edge innovation in sustainable development
Local natural resource user organizations	<ul style="list-style-type: none"> • Decision-making regarding interventions • Implementation of interventions • Local monitoring of environmental indicators 	<ul style="list-style-type: none"> • Improved natural resource management • Reduced conflict over natural resources
Social and environmental advocacy organizations (local, national and international)	<ul style="list-style-type: none"> • Communication and advocacy • Monitoring and reporting impacts • Mobilizing stakeholders • Voicing concerns related to environment 	<ul style="list-style-type: none"> • Improved human development (health, education, welfare) • Improved natural resource management

2.4 Defining boundaries of the landscape for the partnership

As noted in chapter 1, a landscape is a socio-ecological system that consists of natural and/or human-modified ecosystems, and which is influenced by distinct ecological, historical, economic and socio-cultural processes and activities (Scherr et al. 2013). But defining the specific boundaries of the landscape that a group of stakeholders intends to influence can be challenging.

According to the Little Sustainable Landscapes Book, a landscape should be defined by stakeholders at a scale that is small enough to maintain a degree of manageability, but large enough to be able to deliver multiple functions to stakeholders with different interests. Its boundaries are set by the stakeholders involved in landscape management, and may correspond to, or be a combination of, natural boundaries (e.g., a watershed), distinct land features, socially defined areas such as indigenous territories, and/or jurisdictional and administrative boundaries (e.g., county or district). The boundaries of a landscape can even cross several countries (Denier et al. 2015) (Figure 8).

The selection of specific boundaries depends on the particular needs and objectives of the coalition. For example, some landscape initiatives require the regulatory authority of government, so

Throughout the rest of the guide we highlight useful things to remember and try in the Tips and Tricks sections.

Tips and Tricks

- **Choose people** because of the interest, passion, or expertise they can bring to the table, not only for the organization they represent.
- **Look out for substantial differences in status or power** among coalition members.
- **Use referrals** from the initial group of influential stakeholders to help expand the coalition.
- **Start small** with a motivated group to decide on the (initial) focus and maintain the energy.
- **Consider beginning the coalition** with stakeholders that have a similar level of understanding about key issues in the landscape, and that are sensitive to language and cultural barriers including ways to overcome them.
- **Hold bilateral meetings** with each stakeholder before bringing them together for more effective meetings and to build trust.
- **Understand the motivation** of each stakeholder to join the coalition and make sure game changing stakeholders are mobilized.
- **Don't guess** what stakeholders' interests are; ask them directly at appropriate moments.
- **Be sensitive** to the structures and relationships that already exist; ensure that people understand your mandate and ambitions.
- **Take time** to understand the local context, have a thorough assessment of previous activities and success rate, map key stakeholders, and develop tools to check their commitment level beyond verbal expressions of interest before starting a multi-stakeholder coalition in a given landscape.
- **Always engage all** the stakeholders that are important for your landscape strategy before final decisions are made. Never leave an important stakeholder behind, even if they seem uninterested initially. If you need to call, call. If you need to visit, visit. Be sure all of the stakeholders will be a part of the whole process or you could face problems down the road with a lack of agreement on priorities, targets, and interventions.

political (jurisdictional) boundaries are important to take into account. In other landscapes the water sources for agricultural production overlap political boundaries and the landscape needs to be defined by the boundaries of the whole watershed (Case 6). And in some landscapes the production area for a leading commodity defines the boundaries, like vanilla production in the Sustainable Vanilla Initiative in Madagascar (IDH 2016).

The ISLA program began by identifying spaces where stakeholders share risks or opportunities. For that reason, landscape conveners focused on identifying these risks and opportunities with stakeholders and then determined the appropriate scale of actions needed to address them. This process resulted in a collaborative definition of landscape boundaries based on the key issues that stakeholder sought to address.

2.5 Convening

Moving a landscape coalition through a process of convening, negotiating, selecting, and implementing interventions is complicated and requires a team of skilled conveners and facilitators. While the skills required are unique and specialized, they can be gained with dedicated practice and coaching. It may be useful to hire a reputable professional facilitator to help initiate a landscape coalition under terms that involve building the capacities of coalition leaders in facilitation. Skills that will be valuable in convening and facilitating a landscape initiative are highlighted below. Resources to use in further recognizing and gaining these skills include the on-line Multi-Stakeholder Partnership Guide (Brouwer et al. 2015) and Systems Research for Agriculture Guide, Chapter 2 (Drinkwater with others, 2016), among others.

CONVENING VERSUS FACILITATING

Convening is the process of bringing together relevant stakeholders and mobilizing them to achieve joint outcomes. An effective convener needs to have the local legitimacy to bring relevant stakeholders together. Facilitation is the process of guiding the group of stakeholders to a successful conclusion. An effective

Tips and Tricks

Take a pragmatic approach.

Use boundaries that make sense given the primary concerns of stakeholders. For example, when stakeholders' primary concerns relate to water provision, watershed boundaries may be the most logical as in the case of Imarisha Naivasha Initiative (Case 5).

Be flexible.

It can be advantageous to use boundaries that are fuzzy and flexible enough that they can be adapted as needed to meet changes in the opportunities and risks that stakeholders are facing. In the case of FFI (Case 6), the initial boundaries were a catchment area that allowed activity to be coordinated with a government program for priority watersheds. However, over time the boundaries of the initiative evolved to include areas where the interests and risks of new partners could be addressed.



Figure 8: Different ways to define landscape boundaries

CASE 6

Watershed boundaries for the Imarisha Naivasha Initiative, Lake Naivasha, Kenya

The Lake Naivasha water catchment, in the Rift Valley of Kenya, is a RAMSAR site, an Important Bird Area, and on UNESCO's World Heritage tentative list. The evolution of this integrated landscape initiative started twenty years ago, with identification of risks from slash-and burn agriculture in the uplands of the Aberdare Mountains, followed by rapid growth of the cut-flower industry in the lower catchment around Lake Naivasha. Stakeholders identified a need to collaborate to affect water quality and forest conservation.

However, the drought of 2008-2009 was a defining moment that illustrated to the range of stakeholders in the watershed their environmental service exposure and risk. This experience motivated a greater coherence around the need for integrated management between sectors, and Imarisha Naivasha was born as a response to this need. Imarisha Naivasha is a public-private partnership, with a board that represents all key stakeholders. The Imarisha Naivasha Board and secretariat is anchored to the government through the Kenyan Ministry of Environment, Water and Natural Resources, and it includes representatives from three county governments.



facilitator needs to have the ability to move a group through various processes in a collaborative way, but may not have or need the local legitimacy of a convener.

Furthermore, two types of facilitation are often needed to build multi-stakeholder landscape initiatives: content facilitation and process facilitation. In content facilitation, facilitators help to guide “what” is being discussed, including defining the topics for discussion, problems to be solved, or decisions to be made. In this case, the facilitator can be an acknowledged content expert who contributes relevant information or data to help lead the group in a specific direction.

In process facilitation, facilitators help to guide “how” topics and issues are being discussed. This usually involves setting group rules, norms and guidelines, and managing group dynamics. A good process facilitator improves collaborative group dynamics and helps stakeholders to develop trust and a shared vision for the future. Sometimes one facilitator can play both roles; however having more than one facilitator may be valuable especially when launching a new initiative or reconfiguring an existing one.

Recruiting skilled conveners and facilitators is essential to the development of a landscape coalition. In some cases, a single person can play both a convening and facilitating role, but often these roles are played by two or more separate people who work together as a team to lead and manage the landscape coalition.

ISLA found that the combination of skills and networks that were necessary to perform each of these roles effectively were difficult to find in one single person. For that reason, most ISLA landscape teams were composed of a senior project manager, who facilitated the process, and a senior landscape convener, who convened the process. However, ISLA hopes that over time the coalition’s governance structure will become more institutionalized, and no longer dependent on a convener and facilitator that is funded through an outside project (see chapter 5.2).

In EcoAgriculture Partners’ experience, roles for conveners and facilitators have not been clearly differentiated. Often, the organization partners with conveners who are locally legitimate leaders of civic or public organizations to help build their capacities for content and process facilitation. EcoAgriculture has found that public- and civic sector-led landscape initiatives tend to arise under the leadership of natural resource professionals who are adept at content and process facilitation, and mainly require to broaden and hone their skills. The organization offers landscape leadership courses and produces training curricula that focus on strengthening the content and process facilitation skills needed to build collaborative learning alliances and decision-making processes in landscape management (Buck and Scherr, 2009).

Tips and Tricks

For facilitators:

Establish ground rules for dialogue to ensure equal and honest participation by stakeholders.

Build agreement along the way. Listen, clarify and prioritize what is being said in order to build consensus on points of common agreement.

Listen as an ally. Set aside your personal or organizational priorities, focus on what is being said, and confirm what you have heard for the betterment of the group.

For conveners:

Be neutral to controversial landscape issues, as difficult as it may be, because this can help to build trust with stakeholders who may have diverse motivations for participating.

Be flexible and patient. While you may have ideas about what you intend to collaboratively achieve in the landscape, it is important to develop the details of the landscapes’ objectives collaboratively over time.

Stress the importance of collaboration, shared responsibility and joint action. Because public-private-civic partnerships that require the proactive engagement of all sectors and partners are not very common, most stakeholders initially see landscape coalitions as conventional NGO-driven projects, and expect NGOs to do the work from start to finish.

BUILDING TRUST AMONG STAKEHOLDERS

Convening and facilitating multi-stakeholder coalitions requires the trust of stakeholders. A landscape leader can help to build trust by developing a thoughtful stakeholder engagement strategy that makes an intentional effort to foster trust between stakeholders. When relatively powerful external actors are the conveners, it is especially important that high standards of transparency, integrity, and accountability are upheld, so that other stakeholders still feel empowered by the process.

It is also important to emphasize neutrality when building equitable landscape coalitions. Landscape leaders should try to create a neutral space in which all stakeholders feel valued and respected, and in which they can agree on a set of core values. Information brought into the process should be gathered from sources or provided by experts that all stakeholders agree are credible and neutral.

The competencies of landscape conveners matter for building trust and engagement, and stakeholders internal and external to the landscape process may value competencies differently. For example, internal stakeholders (those participating directly in meetings, dialogues, visits, etc.) may value managerial competence, while external stakeholders (e.g. national governments, international companies, and donors outside the landscape) may value technical competence. Building trust both internally and externally will be important for achieving the coalition's goals.

Providing opportunities for productive collaboration, such as joint data gathering/sharing, training exercises, or small, short-term interventions, is another good strategy for building trust (Case 7). Stakeholders who have positive experiences or experience “quick-wins” early on are more likely to put their trust in others later when the stakes are higher. Landscape conveners could invite ‘champions’ from other landscapes to come and share their experiences of how trust was built between stakeholders, including in cases where commodity companies were driving the process.

ORGANIZING MEETINGS THAT ENCOURAGE TRUST AND PARTICIPATION

The sequencing, location and form of a coalition's gatherings are critical to its success, as they can impact the dialogue in important ways. Important considerations include:

- Identifying a central location where all stakeholders can travel easily;
- Identifying a meeting place that has an adequate size (sometimes multiple rooms are good for breakout groups), acoustics, and technical support (e.g. computers, projectors, if needed);
- Scheduling meeting times to accommodate stakeholders (i.e. women, farmers, those relying on public transportation, etc.);
- Providing translation if needed so that all have a voice;
- Providing the agenda in advance, and a process for refining it;
- Providing advance extra briefings for stakeholder groups with fewer resources, so they can be equally prepared as other groups; and
- Ensuring that the individuals selected as ‘representatives’ of stakeholder groups are in fact endorsed as such by their members, and that they make commitments to report back to their members.

In addition to formal gatherings, informal gatherings such as exchange visits, dinners and other field excursions are essential to building strong relationships and connection to place.

Tips and Tricks

- **Provide drawing material**, like flip charts or white boards, for participants to be able to present their own ideas visually.
- **Provide detailed maps** or aerial photos of the landscape, so people can orient themselves and show where they are working.
- **Develop enjoyable ‘icebreakers,’** or games, to encourage people to get to know one another as individuals; provide large-font name tags.
- **Use culturally appropriate rituals** that can brighten or elevate the mood and enhance camaraderie across stakeholder groups.
- **Be sensitive** to culture and power in setting the order of speakers.
- **Keep minutes** of meetings so that they are acceptable to all and provide background as new stakeholder representatives join.

CASE 7

Confidentiality as an interim tool for building trust for collaborative action

In Lombok Indonesia, Fauna & Flora International’s (FFI) partnership with PT Export Leaf Indonesia (an operating company in the British American Tobacco group) showed how different actors can build trust and work towards tackling shared landscape objectives for agricultural production and biodiversity conservation. The most important element for building trust between FFI and a large corporation was a joint risk assessment carried out by FFI using the Biodiversity Risk and Opportunity Assessment (BROA) tool.

One of the risks the assessment identified was unsustainable and unlicensed fuel wood coming into PT Leaf’s farmers’ supply chain, which presented a major risk to the company. Using the BROA as a neutral platform to bring local stakeholders together, the company was able to develop a collaborative plan of action that eliminated this fuel wood from the supply chain. The plan was kept confidential during its formation. The collaborative response from stakeholders in dealing with a sensitive issue, developed trust on all sides which resulted in a productive relationship moving forward to deal with this and other risks that were identified.

A person in a pink shirt is holding a large, round bundle of harvested rice stalks high above their head with both hands. They are standing in a rural landscape with lush green trees and mountains in the background. Two other people are partially visible: one on the left wearing a blue cap and green shirt, and one on the right wearing a wide-brimmed hat and green shirt. The scene is brightly lit, suggesting a sunny day. A blue diagonal overlay covers the bottom half of the image, containing the text.

3. DEVELOPING A SHARED UNDERSTANDING OF THE LANDSCAPE

Before proposing specific landscape interventions, it is important for stakeholders to develop a shared understanding of the factors threatening and/or causing deterioration of natural resources in the landscape, as well as the existing assets and opportunities. This involves identifying key issues and determining their root causes. It is also key to understand the interactions and inter-dependencies among different land uses and land users across the landscape. It is not necessary that all the stakeholders fully agree with the analyses, but they need to agree on the main patterns of resource use, what issues are important, and what the main constraints are.

This process can assist stakeholders to distinguish between their ‘interests’ (i.e., the core value they care about, such as farmers wishing to protect their livestock from wild predators) and their ‘position’ (i.e., the particular solution they have in mind for protecting their interest, such as building a wildlife fence). Once stakeholders better understand the landscape dynamics, and perspectives of other stakeholders, they can more easily identify alternative solutions that could still achieve their own interests while benefitting others (e.g., use of guard dogs so that wildlife corridor connectivity can be maintained).

This chapter will cover:

- Identifying key issues in the landscape and their root causes, and
- Tools that can support the analysis of issues and opportunities.

3.1 Identifying key issues in the landscape and their root causes

Everyone living, working, running a business, or managing local government in a landscape will have robust knowledge about that landscape and clear views about problems and solutions, informed by their own rich experience. Rarely, will any one person or organization have a view that encompasses the full set of issues, much less a comprehensive understanding of all the drivers of unsustainability. For that reason, landscape conveners need to exercise due diligence in gathering the perspectives of multiple stakeholders to generate a rich representation of the big issues, risks, and drivers in the landscape.

While the specific modes for gathering and synthesizing information will be unique for each context, in a general sense, landscape coalition conveners can facilitate the identification of key issues and their root causes, as well as positive attributes and assets in the landscape, by integrating information from two sources: stakeholder perceptions and expert input (Figure 9).

EXAMINING STAKEHOLDER PERCEPTIONS

Scoping and feasibility reports can be used as a springboard for initial conversations with stakeholders about the key issues and opportunities. The information in these reports and any data collected through the process will need to be interpreted and analyzed from different perspectives. It is important to consult with many different stakeholders, because each stakeholder understands and experiences situations differently, and has diverse ideas about how issues can best be addressed and opportunities captured.



Figure 9: Different input sources for developing a shared understanding of the landscape
 Source: Adapted from Kissinger et al. 2012

Table 5: Example of assessing stakeholders’ risks and opportunities in a landscape

TYPE OF CIVIL SOCIETY GROUP	RISK OR OPPORTUNITY	MAGNITUDE (1-5, 1=low, 5=high)	URGENCY (1-5, 1=low, 5=high)	CONTROLLABILITY (1-5, 1=low, 5=high)
Hydroelectricity company: decrease in flow of water	Water security	5	3	3
Tea company: changes in micro-climate for production and availability of water for irrigation	Water security	3	4	2
Government: changes in water for municipal and commercial use within its district (neither pricing nor regulation are enough incentive to change practices alone)	Water security	3	3	4
Farmers: changes in production yield due to drought and low availability of water to irrigate and insufficient water resources for household uses	Water security	5	5	2

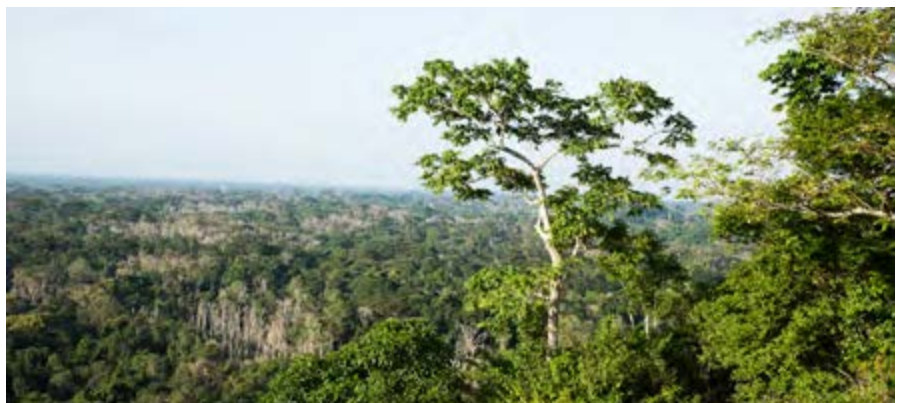
It is important to recognize that differences in perception between stakeholders may be due to differences in their assessment of the facts (e.g., are farmer practices really responsible for downstream sedimentation or is poor road construction responsible?), differences in their position within the social or economic systems (e.g., employers may consider local wages too high relative to their production costs, while workers may consider wages too low relative to local cost-of-living); or differences in values (e.g., indigenous people may highly value having healthy populations of native plants, while recent immigrants do not care much if these are disappearing in the landscape). Differences in fact can be resolved among stakeholders by evidence viewed as credible by all parties. Differences in perspective due to position or values will likely not be affected by such evidence, but it can help stakeholders

understand why others hold the views they do and thus make subsequent negotiations easier.

Landscape coalition conveners can use Table 5 as a template to help identify the risks and opportunities that individual stakeholders face. This tool encourages the user to consider the magnitude of the risk or opportunity, its urgency, and the degree of control that stakeholders have over it through a process of ranking using a scale from 1-5. In this case, one represents a low degree of importance, urgency, or control and five represents a high degree of importance, urgency, or control. By discussing this information in an open dialogue, the coalition can begin to understand which risks and opportunities are shared by which stakeholders, and which should be prioritized in selecting and designing a set of landscape interventions. For example, the

CAN WE SEE THE FOREST FOR THE TREES?

Differences in perception between stakeholders may be due to differences in their assessment of the facts, differences in their social or economic position, or differences in values.



information presented in Table 5 highlights that water security is a risk that is shared by many stakeholders in the landscape, and that many stakeholders feel the magnitude of the risk is great and it is necessary to address this risk urgently. The table also shows that many stakeholders do not feel that they have adequate power to control water security individually, which could be an important motivation for working collectively to develop solutions.

Stakeholders can also identify specific geographic areas where change is needed in order to meet their diverse needs from the landscape. Participatory mapping can be an especially valuable visualization technique, helping stakeholders share their respective views about desired change (Boedhihartono 2012).

SOLICITING EXPERT INPUT

Expert input is useful as well for identifying key issues and opportunities in the landscape. Participation of experts who are well-respected among the stakeholders is especially valuable in helping to focus and validate the coalition's discussions about root causes and drivers of change. Experts can provide input through in-depth studies or 'Delphi' methods of expert consultation, which help to generate expert opinions and judgements about what the future may hold for a particular landscape. Additionally, it is important to consult management or development plans that may already be in place. Whether or not existing plans are being actively implemented, acknowledging these plans and linking to them can increase political buy-in.

If after an initial review of stakeholder views and existing studies, there remains significant disagreement about basic facts important for moving forward, additional research can be commissioned from experts, with stakeholders providing input into defining objectives and indicators, so that they will find results credible.

3.2 Tools supporting issue and opportunity analysis

Many tools can help with the process of analyzing the key issues in a landscape and helping stakeholders come to a shared understanding. Some tools are designed to provide stakeholders with an initial assessment of their landscape as well as aid in ongoing monitoring and evaluation. These tools might range from complex assessments of ecosystem services, biodiversity, hydrologic function, or economic analysis to simple tools that try to capture information across multiple themes relevant to landscape management.

Tools highlighted below include: scenario building tools, negotiation support tools, landscape assessment scorecards, and spatial analysis tools. These types of tools as well as guidance in choosing and using them throughout the landscape action cycle are elaborated in the online Landscape Measures Resource Center (LMRC) (2017a).

SCENARIO TOOLS

Scenarios are stories or descriptions of how the future might look. Scenarios are different from models and predictions, because they explore a range of possible future events, not just what stakeholders' expect the future will look like. Developing scenarios is a systematic way of thinking creatively about dynamic, complex and uncertain future events and outcomes.

Tips and Tricks

- **Keep running lists** of the issues, assets, risks and drivers identified by stakeholders. As managers meet with stakeholders, they can cross-check these lists to confirm that their views are captured.
- **Be sure to ask** about different types of risks and opportunities that influence businesses' operations or stakeholders' abilities to achieve non-economic objectives.
- **Don't be concerned** if stakeholders' understanding of the issues changes over time. The process of identifying the entry point, finding its root causes, and building the multi-stakeholder coalition is often iterative. This is because as the group develops a better understanding of the root causes of a key issue, they usually realize the importance of adding new members to the coalition in order to address the issue effectively.
- **Use caution on entry.** Managers should be cautious, particularly in the early stages before they know which issues will be sensitive for different groups. Managers should also be clear with coalition members that the process of defining key issues and opportunities is often iterative, and it will continue as the coalition meets, learns and grows together.
- **Organize joint field trips** that involve diverse stakeholders (i.e. public sector, civil society, and private sector) to help create a common understanding of issues and identifying synergies and opportunities for collaboration.
- **Be spatially specific.** Know which land users and uses are actually important in addressing the issues. Sometimes problems loom large in stakeholders' perspectives but are in fact confined to small areas and are thus easier than expected to address.
- Private businesses that may be reluctant to share proprietary information can be encouraged to **share summary data confidentially** in a collaborative document.

Scenarios have a variety of purposes, including helping to shape a shared vision about an ideal future, exploring what might happen in the future, determining which pathways might allow a future vision to be realized, and comparing and evaluating various intervention options. Developing “exploratory scenarios,” which represent different plausible futures based on different assumptions of trends in the landscape (e.g., high vs. low population growth, growth in commodity production vs. tourism), can help to identify issues and contribute to agenda setting around a common vision that unites the interests of diverse stakeholders.

Scenario building tools vary in complexity from relatively simple, qualitative tools that help to elicit stakeholders’ perceptions during facilitated sessions, to more complex, quantitative tools that incorporate mathematical models. Wollenberg, Edmunds and Buck (2000) developed a guide called, *Anticipating change: Scenarios as a tool for adaptive forest management*, which describes many participatory methods to develop qualitative scenarios about the future.

Using a participatory, multi-stakeholder process to develop scenarios can help stimulate debate, facilitate knowledge exchange, and develop a shared understanding about issues and opportunities. It can also help to articulate their hopes for the future, disrupt common assumptions about future trajectories and stimulate a common vision, upon which goals and objectives for a new landscape can be shaped.

LANDSCAPE ASSESSMENT SCORECARDS

Simple scoring tools can be especially effective at surfacing different perspectives of stakeholders and assessing key issues and the degree of stakeholder consensus around them. The tools can help to deepen stakeholders understanding of the landscape and facilitate negotiations about future aspirations for it. Two examples are the Landscape Performance Scorecard and the Participatory planning, monitoring and evaluation tool for multi-stakeholder platforms in integrated landscape initiatives.

The Landscape Scorecard was designed by EcoAgriculture Partners and Cornell University to assess a landscape’s performance toward four goals: agricultural production, biodiversity and ecosystem service conservation, sustainable livelihoods and wellbeing, and institutional capacity for landscape management (Buck et al. 2006) (see Case 9).

The second example, which was designed by Tropenbos and EcoAgriculture Partners (2016), is a suite of three tools that help to plan, monitor and evaluate the performance of multi-stakeholder platforms toward advancing an integrated landscape initiative. The first tool is a scorecard that helps stakeholders to look ahead, think about collective aspirations, and identify priorities for future

CASE 8

Using the Land-Use Profitability Analysis (LUPA) for negotiation support in Jambi Province, Indonesia

The World Agroforestry Centre’s Land-use Profitability Assessment (LUPA) is a framework for economic assessment of land-use systems conducted at a landscape level. LUPA estimates monetary surplus (profitability) for each land area as a result of investment by smallholder- and/or large-scale operators. Figure 10 shows the results of a LUPA conducted by the World Agroforestry Centre from a district in Jambi Province. The analysis shows clearly that oil palm is the most profitable land-use system for both large and small-scale operations; however this profitability decreases on peat land (Rahmanulloh et al. 2013).

collaboration in the landscape. The second tool is a scorecard that can be used to assess the internal processes within an existing multi-stakeholder platform (e.g. representation, participation and equity, accountability and transparency, trust, commitment, etc.) and identify areas for possible improvement. The third scorecard can be used to look back and identify the main outcomes of an existing platform and compare them to the original objectives (Kusters et al. 2016).

The Landscape Measures Scorecard and the multi-stakeholder platform performance tools both can be used in monitoring change over time in the landscape.

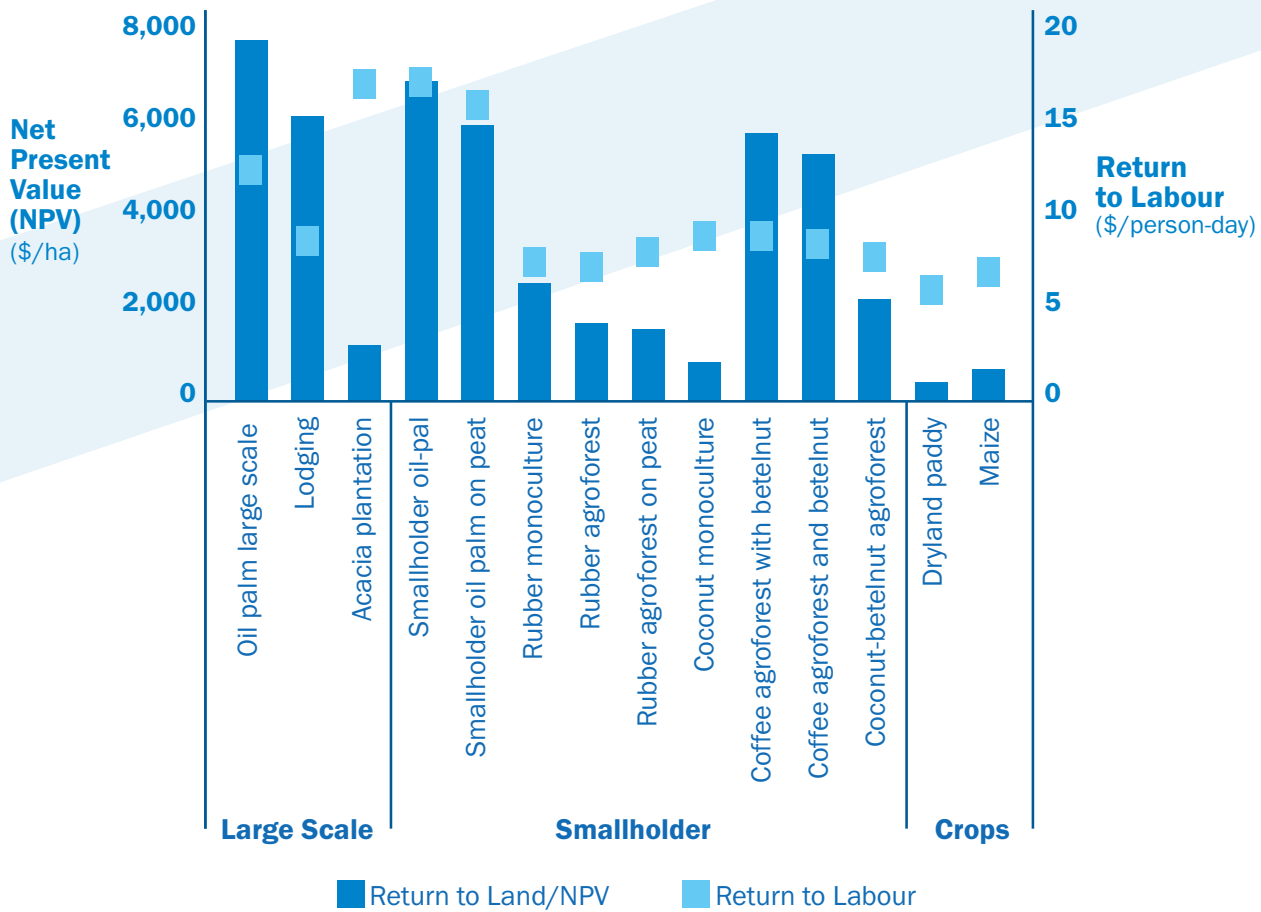


Figure 10: Application of LUPA tool in Jambi, Indonesia, showing profitability estimates for each land use

Source: Rahmanulloh et al. 2013

CASE 9

Application of the Landscape Scorecard in the Lari Landscape, Kenya

The Lari Landscape lies on the Kikuyu Escarpment of the Aberdare Mountains, about 20 kilometers north of Nairobi, Kenya. In 2007, EcoAgriculture Partners partnered with the Kijabe Environment Volunteers (KENVO) to help transform the current program, which was focused principally on forest conservation, into a more integrated, multi-functional landscape. KENVO began this process by initiating a strategic landscape assessment and stakeholder dialogue, with the goals of identifying priority actions that could increase synergies and reduce tradeoffs between biodiversity and natural resource conservation, agricultural production and local livelihoods. To help structure the conversation, they utilized the Landscape Performance Scorecard, a 20-question tool designed to assess the status of landscape performance across four dimensions—ecological conservation, agricultural production, livelihood security, and institutional capacity for integrated landscape management.

KENVO leadership first convened a workshop with representatives of key stakeholder groups in the public, private and civil society sectors. Then, through a facilitated process, the participants were asked to score each criterion on a scale of 1 to 5 based on their best judgment about how well, or how poorly, the landscape is performing.

The scores of all of the participants in the scoring activity were combined to give a picture of landscape performance for each of the four dimensions and for the landscape as a whole. The results were displayed using a radar diagram (Figure 11).

The leadership team then facilitated a discussion of the results, which helped participants better understand the strengths and weaknesses of the landscape across the four dimensions and what might be done to improve performance. For example, the results showed that the landscape was performing less well in the livelihoods, production and institutions dimensions, relative to the conservation dimension. This helped stakeholders decide it was important to put more emphasis on activities that would improve livelihoods and production, like developing markets for smallholder farmers and agroecotourism opportunities that would not jeopardize the realized conservation values.

SPATIAL ANALYSIS TOOLS

Spatial analysis tools help measure how phenomena vary across a landscape and can help determine the landscape's pattern (i.e. the location and distribution of environmental features, agricultural activity, and socio-economic conditions, among others). A landscape's pattern is generally composed of landscape composition (i.e. the types and relative proportions of different land uses) and the landscape structure (i.e. the spatial arrangement of different land uses). Understanding both the current landscape pattern, as well as how it has changed over time, is important for identifying key issues, trends, and drivers of change. Displaying this information visually can be a powerful way of helping stakeholders come to a shared understanding, and it is also useful for monitoring future changes in the landscape.

There are a variety of methods for acquiring and analyzing spatial information on landscape composition and structure, and these tools vary considerably in complexity. It is important to be strategic in selecting the most appropriate tools to generate the information at the correct spatial and temporal resolution required, based on the resources and capacities available. For example, pre-existing spatial data can be acquired from other organizations (e.g., universities, NGOs, government agencies, etc.), by downloading free software (e.g. Google Earth), purchasing remotely sensed data, and/or by generating your own data through ground-based monitoring using a global positioning system (GPS). This spatial information can then be translated into maps and analyzed using a variety of geographic information systems (GIS) software programs. Some tools may also combine elements of time-based scenarios with spatial planning to predict the impacts of actions over time and space.

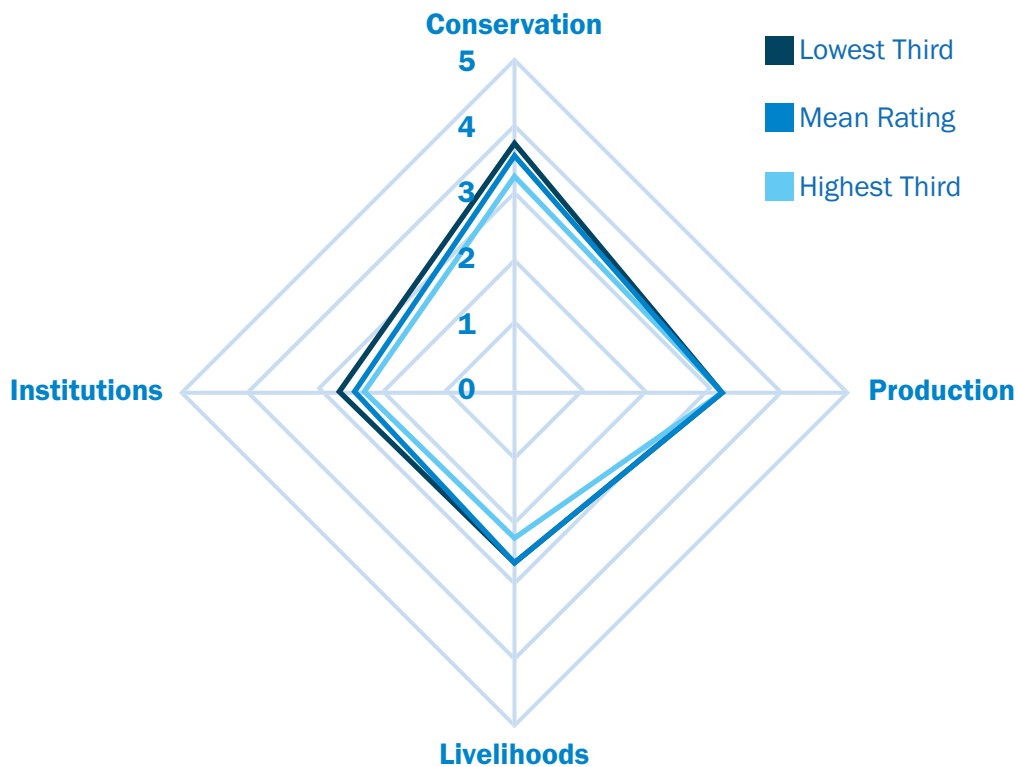


Figure 11: Radar diagram for Lari Landscape

The LMRC offers user-friendly information on how to analyze landscape patterns. Willemsen et al. (2014) have developed a Spatial Planning and Monitoring Guide, which introduces a range of spatial tools and how they can be used in a landscape initiative to advance dialogue, as well as to plan interventions, monitor outcomes, and set new goals.

3.3 Synthesizing and interpreting information

After information is gathered from stakeholders and expert sources using the tools described (and others), it can be synthesized into a coherent picture of the most important conditions, risks, opportunities and drivers affecting the landscape and then presented to stakeholders. A variety of formats can be used, including written reports and spatially-explicit maps. It is advisable that the information be as accessible as possible to ensure all stakeholders can play a role in interpreting it. For example, in Laikipia County, Kenya, EcoAgriculture Partners and ICRAF are partnering with the county government to create an interactive, spatially-explicit dashboard where data on land use, agricultural productivity, water, education and health can be displayed and queried simultaneously. The dashboard will help stakeholders to visualize information across sectors and develop a more complete spatial understanding of the risks, opportunities and drivers within the county.

Facilitating a workshop or forum where the information is presented, interpreted and discussed collectively can be an important means of ensuring transparency and developing a shared understanding of the major issues and opportunities in the landscape. However, it is important to realize that there may be significant variations between the perspectives of various stakeholders and experts.

Part of the value of a multi-stakeholder process is having a broad suite of perspectives which can help clarify, for example, the ‘root causes’ of land and water resource degradation as well as assets and opportunities for restoration. While coming to a consensus is important for establishing trust and collaboration between stakeholders, realistically this may be difficult to achieve. Even if a consensus cannot be reached about all of the issues and opportunities, a successful multi-stakeholder coalition can advance toward collaborative action around those issues and opportunities that are shared and sufficiently understood. For example, in the case of the ISLA program, the “entry point” for each landscape was identified by finding an issue that was perceived to be important by all of the partners, such as water scarcity. Landscape managers were able to facilitate this process of collaborative issue identification through transparent discussions anchored in visual and verifiable information.

Tips and Tricks

Think of creative and compelling ways to share the results of these assessments with stakeholders. Assessment tools help to build trust and open lines of communication among stakeholders. Carefully prepared maps and charts have game-changing potential.

Think strategically about the type of information you need before selecting a data collection and/or analysis tool. For spatial information, it is especially important to consider the spatial and temporal resolution of the data. Many tools may be overly complex or resource intensive for the information actually required by the stakeholders.

Visit the Landscape Measures Resource Center (LMRC) (landscapemeasures.info) for more tools and practical guidance for assessing and monitoring your landscape. The Landscape for People, Food and Nature Initiative also maintains a library of tools which have been shared by landscape leaders from around the world (peoplefoodandnature.org/learning-network/find-tools).



4. COLLABORATIVE PLANNING

Once the coalition has a shared understanding of the issues and opportunities in the landscape, it is time to focus on setting goals for desired changes and then mobilizing stakeholders to implement priority joint actions.

This chapter will cover:

- Setting goals and objectives,
- Identifying possible interventions,
- Action planning, and
- Mobilizing funding for landscape actions.

4.1 Setting goals and objectives

Setting goals begins with a clear vision for the landscape. Visioning involves a broad discussion about the desired future of an area, commonly touching on land use, economic development, environmental issues, social well-being and public health. The visioning process often draws on scenario planning to shake stakeholders from previously held assumptions about the future. Developing future scenarios can help stakeholders visualize and evaluate different development trajectories based on a variety of images and/or metrics. The visioning process enables stakeholders to anticipate likely costs and benefits of alternative development strategies, blend scenarios, and build consensus around a desired future direction for the landscape.

Once a coherent and shared vision is established among stakeholders, then the coalition can begin exploring what changes would be needed to realize the vision. These desired changes can then be framed as goals for the landscape initiative. Commonly, goals for landscape change are framed around terms such as sustainability, resilience, ecosystem conservation or restoration, livelihood security, food or nutritional security and others.

For example, in the ISLA landscape in Kenya, the stakeholders developed a vision of a “healthy, functional and productive Southwest Mau Landscape as an integral part of the Mau Forest Complex for posterity and future generations,” and a goal of “restoring and conserving 60,000 hectares of Southwest Mau Forest by 2030 through innovative and sustainable solutions to deforestation and forest degradation by addressing livelihoods,

Table 6: SMART +C criteria for developing objectives

TITLE	ROLE
ISLA manager/convener	Objectives indicate <i>what</i> will be achieved, <i>how much</i> will be achieved and <i>when</i>
ISLA multi-stakeholder coalition	Information on the objectives can be monitored and evaluated
Coalition members and Implementing partners	Objectives are feasible given the capacities and resources of the coalition
IDH	Objectives are directly related to stakeholder interests and fit with the vision of the coalition
Knowledge partners	The coalition has a timeline for achieving the objectives
Outreach partners	Objectives push the coalition members to make a significant impact on sustainable land and water management in their landscape

**Adapted from Rozner 2013*

water, sustainable energy and ultimately holistic landscape management” to guide their collaborative actions. Specific objectives for those changes should be measurable, relevant and time-bound. Using the SMART+C criteria presented in Table 6 can help when developing objectives.

4.2 Identifying possible interventions

After identifying the specific objectives for change, the coalition can move to identifying possible interventions. The first step is to identify what types of technical and institutional innovations would help to achieve the objectives of the coalition. Landscape interventions aim to improve supportive landscape benefits and supportive governance and market structures.

These interventions can range from changes in field practices, reforestation, new governance structures, marketing opportunities, transportation corridors, energy policies, or a combination of these and many others. This is a creative process that relies on input from both stakeholders and experts, ideally facilitated by a team of content and process experts.

In specifying interventions, business representatives will need the time necessary to build support within their own companies for changes in practices, investments, etc., among people who will not have been in the direct dialogue. They may need support from the conveners to help make the case and share the results of dialogue.

Table 7: Examples of landscape interventions that contribute to multiple landscape outcomes and benefits

Crop and livestock farming conservation practices that increase soil fertility, water retention, carbon sequestration and other ecosystem services at the landscape level, while reducing levels of water and energy needed and pollutants generated
Biodiversity conservation practices such as conservation corridors, buffers and others that improve habitats and reduce negative interactions between wildlife, farming and other human activity and help promote local livelihood security
Markets and marketing approaches that reward farmers for ecologically sustainable production practices
Institutional and policy mechanisms that provide incentives and support for collaborative investment by public, private and civic sectors for restoration of ecosystem services, integrated planning and management, improving land tenure security and other shared values
Training, extension and capacity building practices that strengthen knowledge and capacities for planning, implementing and monitoring any of the other four types of intervention activities or the integrated management of landscapes

**Source: McNeely and Scherr 2003*

ANALYZING SYNERGIES AND TRADEOFFS OF POSSIBLE INTERVENTIONS

The coalition can then begin to assess possible interventions by analyzing their potential impacts (positive and negative) on relevant stakeholder groups. Collaborative discussions with stakeholders and experts can help to identify potential synergies or conflicts resulting from the planned change in the landscape.

Landscape interventions that have positive effects on multiple landscape objectives provide synergies, for example grassy vegetation strips to prevent erosion, also supply harvestable fodder for livestock production. Table 7 highlights some examples of landscape interventions that can contribute synergistically to multiple landscape outcomes and benefits. Interventions that have negative

effects on some landscape objectives and positive impacts on others result in trade-offs, such as road construction to improve market access that reduces ecological connectivity between natural areas and thus negatively impacts biodiversity conservation objectives.

It is important for the whole landscape coalition to discuss these synergies and trade-offs for the different beneficiary groups. It is often possible to modify the design of the intervention—its components, spatial location or configuration, its coordination with related activities, or its management—in ways that enhance synergies and reduce trade-offs. Based on the joint impact assessment, participants decide on the preferred set of possible landscape interventions and the locations of those interventions.

Table 8: ISLA's criteria for selecting priority interventions

JOINT ACTIONS MUST:

- Contribute to one of the ISLA intervention clusters (defined in Table 9)
- Have private sector commitment
- Be inclusive and consider 'winners and losers'
- Demonstrate a strong business case/potential for scaling
- Have an impact at the landscape level (or a significant part of it)

PRIORITIZING INTERVENTIONS

A landscape coalition cannot invest in all worthwhile interventions at once, so it is important to look for the most strategic opportunities to “change the game” in the landscape. These opportunities might be found where multiple actors' risks or opportunities align, or where a combination of expert and stakeholder networks can be mobilized for scaling interventions that work. A landscape coalition also needs to assess costs (time and money) and the availability of required materials.

When selecting priority interventions it is also important to think about quick-wins and balance of benefits across stakeholder groups. Conducting a rigorous analysis of the synergies and tradeoffs or “winners and losers” of each potential intervention can help to determine the impacts of interventions across stakeholder groups. This analysis can highlight

potential problem areas, identify opportunities to improve the design of the interventions and help to ensure broad stakeholder approval. Potential interventions can be evaluated through practice, modeling, and monitoring pilot projects. Again, expert input should be paired with stakeholder input when assessing the impacts of proposed interventions.

The landscape coalition can also establish criteria for assessing possible future landscape interventions and communicate those criteria widely to stakeholders within the landscape. For example, Table 8 highlights ISLA's criteria for selecting priority interventions for co-funding.

While the circumstances will be unique to each landscape, landscape leaders should seek to build agreement on one or two major priority interventions, while also developing a range of smaller, distributed

CASE 10

Selecting interventions in the Central Rift Valley of Ethiopia

In ISLA Ethiopia public, private and civil society stakeholders of the Central Rift Valley were first convened in 2015. Studies synthesizing the current state of the environment in the region were then commissioned and presented to the coalition by local experts (knowledge partners) as well as civil society organizations. These studies identified thematic issues of water resources management (quality and quantity), improving use of agrochemicals (from an environmental, health and economic perspectives), as well as improving land management to overcome degradation from deforestation, sand mining and poor agricultural practices. Through a series of meetings the stakeholders were able to relate to and discuss the landscape issues that were presented. They then agreed that a follow-up study targeting key challenges and scope should be made and presented to them along with a list of interventions that could be taken in the short, medium and long term; this process was commissioned by IDH.

A long list of challenges and potential interventions was then presented to the stakeholders who validated which activities to focus on as “quick wins” and others as “high hanging fruits.” The interventions selected included reforestation activities, off farm solid waste management and the adoption of global good agriculture practice certification for smallholders. Implementation of these interventions came after approval of project proposals; budget breakdowns and Key Performance Indicators (KPIs) were selected and agreed upon by all coalition partners. Upon completion of this process, depending on the complexity of the project, monthly or quarterly action plans were developed from the proposal so that specific tasks and the financial resources required could be clearly defined.

Tips and Tricks

- **Enable coalition members to take the lead** in the planning and target setting process. Often private sector partners can greatly contribute, bringing in a culture of target setting and accountability
- **Communicate the goals externally**, for example with press releases, conferences and websites, to increase ownership over the process and motivation to continue.
- **Select a mixed portfolio of interventions.** Consider the mix of complexity and risk (some easy, some hard), the mix of short, medium and long term actions (some quick wins can help keep stakeholders engaged), and the mix of focus (some policy, finance, and field-level actions).
- **Look for interventions that address multiple landscape objectives.** The design of interventions can be improved by drawing upon diverse stakeholder inputs.
- **Build agreement** on one or two major priority interventions, while also developing a range of smaller, distributed interventions.
- Form working groups around each intervention to focus and direct actions.

interventions. Major interventions are likely to require cooperative action by multiple actors, diverse sources of funding, and take several years to mature into early outcomes. To the extent possible, the landscape coalition should also provide a platform for recognizing, supporting, and coordinating smaller interventions (i.e. requiring less time or fewer resources, affecting a smaller geographic area) led by individual actors or clusters of stakeholders.

In the case of ISLA, four priority joint action clusters were developed. These include governance actions that help to strengthen and enforce policies and regulations, like land use planning and improving policy coherence across sectors; finance actions that help to develop and pilot incentive schemes and investment structures; actions that help to improve landscape markets, like piloting landscape branding, aligning market incentives, or developing verified sourcing areas for products; and field actions that help to build on-the-ground stakeholders’ capacities in developing green businesses, adopting improved practices, improving physical infrastructure, and restoring ecosystem services. Table 9 highlights these clusters of interventions for joint action, and Case 10 illustrates experience in the Central Rift Valley of Ethiopia.

Table 9: ISLA’s intervention clusters

<p>Strengthening and influencing policies</p>	<ul style="list-style-type: none"> • Strengthening and supporting implementation of policies and regulation • Improving public-private planning/decision making (and enforcement) around ecosystem service use, water allocation, land use planning • Enabling off-sets/compensation for reduced deforestation through financial facilities, clearing houses, land banks, etc. • Developing policies related to payment for water use or other ecosystem services • Mobilizing government to scale up proven actions (e.g. water harvesting/afforestation included in food-for-work programs)
<p>Aligning financial incentives, joint investment agenda</p>	<ul style="list-style-type: none"> • Developing landscape investment agenda, structure, and financial needs • Mobilizing green finance • Piloting financial incentives schemes and financing structures including private sector-led (e.g. microfinance, green credit lines, etc.), blended (e.g. Biocarbon Fund, green bonds), and government-led (e.g. tax incentives, budget reform) schemes
<p>Influencing markets and finance</p>	<ul style="list-style-type: none"> • Mobilizing long term commitment from buyers • Developing verified sourcing areas
<p>Joint actions in the field level</p>	<ul style="list-style-type: none"> • Developing ‘proof of concept’ for actions to be implemented at scale • Building capacities of farmers and communities • Developing and applying innovative technology (e.g. agronomy, agroforestry, etc.) • Developing green infrastructure (e.g. water harvesting, fencing, canal blocking, reforestation, restoration, ecological corridors, etc.)

4.3 Action planning

Action planning is a process that can help move coalitions from aligned interests to specific actions. It provides a roadmap for achieving objectives and a standard for keeping stakeholders accountable. For example, in Mbeya, Tanzania the use of maps enabled stakeholders to identify priority areas for interventions and develop an action plan (Case 11).

An action plan should indicate:

- What intervention or change will occur and what impact it will have;
- Who will carry it out and who will hold these parties accountable;
- When it will take place, and for how long;
- What resources (i.e. human, financial capital, direct or in-kind, etc.) are needed to carry out the intervention;
- Communication (who should know what) for the intervention to succeed; and
- How the responsible parties will report on progress.

4.4 Mobilizing funding for landscape interventions

Leveraging support for agreed landscape interventions requires mobilizing financing from the full spectrum of private, public and civic financial institutions. This requires influencing existing flows of funding to align with landscape objectives, and adapting and developing innovative mechanisms that can bridge or move beyond typical sector-based approaches to funding.

CASE 11

Prioritizing interventions for advancing green growth in Mbeya, Tanzania

Mbeya, Tanzania is in the far western side of the area known as the Southern Agricultural Growth Corridor of Tanzania (SAGCOT). Mbeya is in one of the priority cluster areas identified by the public-private partnership leading the development of a strategy for SAGCOT. EcoAgriculture Partners led a multi-stakeholder process in Mbeya to: 1) increase spatial literacy among local stakeholder groups, 2) identify the issues that they felt the strategy should address in Mbeya, and 3) identify innovations and areas where these innovations were being or could be implemented.

These activities were based on participatory mapping exercises and group discussions. Participants used poster-sized maps with erasable markers and adhesive flags to mark areas where innovative practices were occurring or where there were concerns. This input was then entered into the “My Maps” application for Google Maps so that participants could visualize all of the input from each of the discussion groups, and they could continue to add information in future discussions. After the mapping exercises, participants broke into innovation action teams to prioritize interventions and draft an action plan for innovations related to a key area of interest, like water harvesting and irrigation (EcoAgriculture Partners 2013).

BLENDING ASSET AND ENABLING INVESTMENTS

Successful landscape approaches require the appropriate blend of investments in tangible assets and investments in the enabling environment.

- **Asset investments** create tangible value that is returned back to the investor or land manager, ideally with a profit. Categories of asset investment for ILM include agricultural production practices that contribute to multiple landscape objectives, farm conservation or production, restoration or protection of natural assets on public or private lands, environmentally and socially responsible enterprise, and large-scale green infrastructure.
- **Enabling investments** lay the institutional and policy foundation for asset investments by generating incentives to invest in a particular activity, usually with no immediate expectation of financial rewards. For ILM these are investments in stakeholder engagement and cooperation, appropriate legal and regulatory frameworks, knowledge and capacity to plan and manage on a landscape scale, and the development of incentive mechanisms (Shames et al. 2014).

Financial actors have different preferences for financing asset vs. enabling investments, and it is important to determine which actor would be best suited to fund a given intervention. It is also important to ensure that asset investments and enabling investments made by different investors are well coordinated in both time and space. Figure 12 shows investment needs and financial actors over time for a typical integrated landscape initiative. While balancing needs for up-front and long-term enabling investment differs for each landscape initiative, in general enabling investments are required first and to continue over time, while asset investments come in later stages.

Finance to support enabling investments in stakeholder coordination, concept testing and capacity building is often provided by philanthropic, national public sector or, in some cases, local government funds. Sometimes commercial asset investments are made in these first years, normally in the form of partnership development and pilot testing. Once initiatives pass roughly the five-year mark, their sources of finance diversify. In this stage, initiatives may start to capture asset investments financed by companies seeking to meet their corporate responsibility commitments, and mitigate reputational or operational risks, or domestic banks willing to offer below-market capital. Innovative finance mechanisms, which typically fund asset investments, such as payment for ecosystem services (PES), catalytic loan facilities, private equity investments also typically occur in later stages of the initiative (Shames et al. 2014).

For example, Brazil's Atlantic Forest PACT has relied on a diversity of financing sources over the life of the initiative so far. These have included water fees charged to users and polluters, funds from environmental compensation and impact mitigation from infrastructure projects, the Atlantic Forest Conservation Fund, credit from local banks, and PES (Kissinger 2014).

Financing landscape action plans poses a number of common challenges, including, among others:

- Financing strategies for pilot activities are usually not sufficient for financing the same action at scale;
- Difficulties of financing across sectors;
- Investments are unfamiliar to financial institutions and do not have a proven track record; and
- Short time horizons required for returns by most investors (Shames et al. 2015).

PARTNER CO-FUNDING

In addition to balancing asset and enabling investments from different sources, it is also important to balance funding among partner organizations. Co-funding can take a variety of forms:

- Human resources (e.g., time to participate in coalition meetings, administrative support to the coalition, mobilizing staff for training smallholders, tree planting days, or other actions in the landscape);
- Physical support (e.g., provision of space for convening the coalition, supplies, sponsoring food for meetings or events, logistical support, such as making vehicles or planes available for landscape actions);
- Knowledge and technical support (e.g., provision of materials or training on a particular topic, sharing data on rainfall patterns with research organizations); and
- Direct financial support (e.g., to fund activities, interventions, hire a long-term facilitator for the coalition, etc.).

In some cases, the initial coalition members jointly finance investments. For example, with the Imarisha Naivasha initiative UK retailers, including ASDA, Tesco, Marks and Spencer, Sainsbury's, the Lake Naivasha Growers Group, and the Government of Kenya, co-financed the finalization of the Sustainable Development Action Plan and provided the initial funds for the operations of the multi-stakeholder governance platform (Case 12).

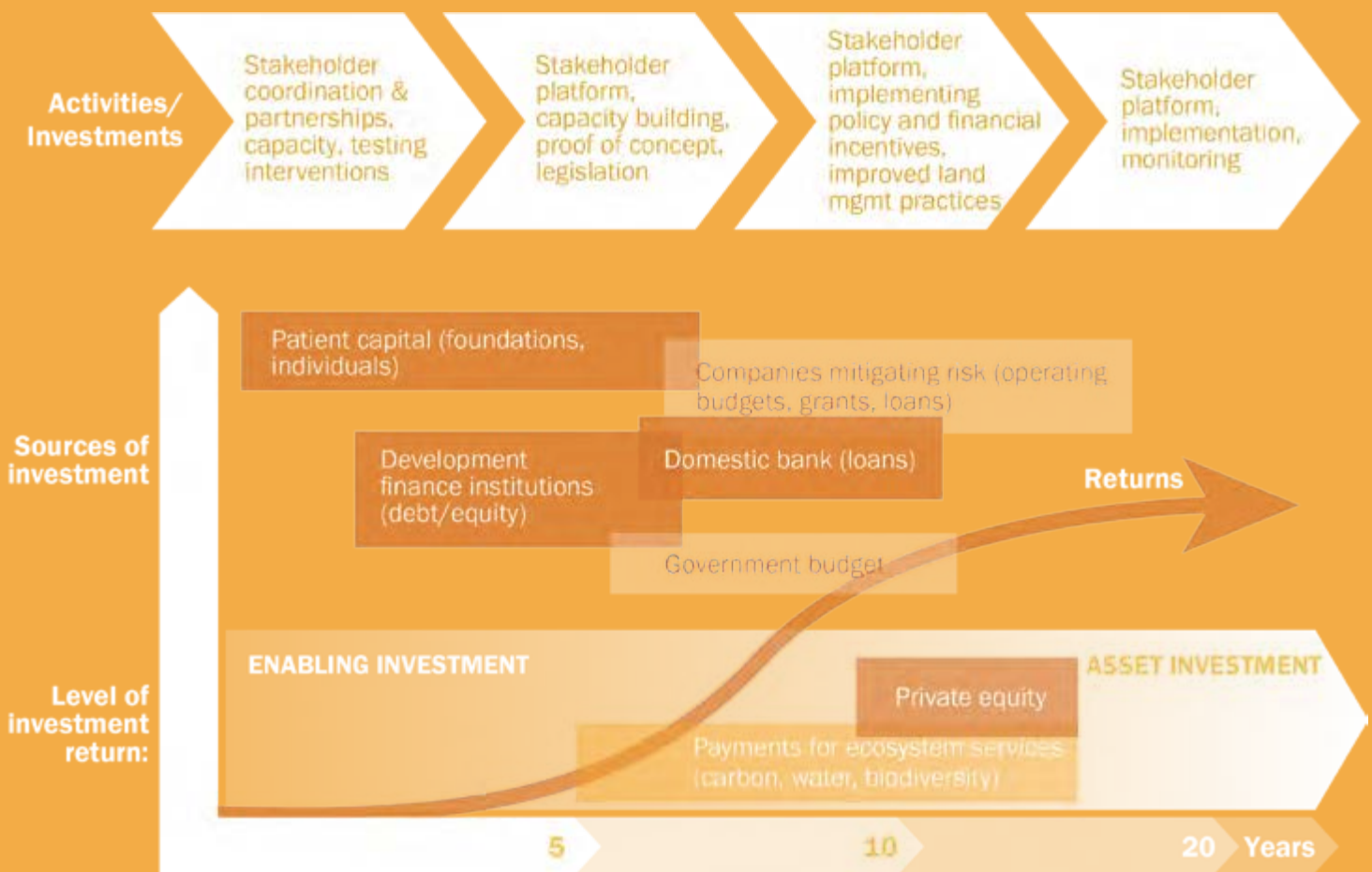


Figure 12: Integrated landscape initiative investment needs and finance actors over time

Adapted from Shames et al. 2014

CASE 12

Financing strategies for Imarisha Naivasha Initiative, Kenya

Imarisha Naivasha plays a formal role in facilitating and aggregating landscape investments. It has an annual operating budget of about USD 400,000, which is financed through PPPs with international floriculture and horticulture companies, the Government of Kenya, and development partners. Those funds are pooled together in Imarisha Naivasha's trust fund, which is used to finance development projects that align with its Sustainable Development Action Plan and to cover recurrent operational expenses.

In addition, a significant amount of funding for activities in the Basin does not flow directly through the Imarisha Naivasha trust fund, but the activities are coordinated by Imarisha Naivasha to ensure that they align with the goals of the Sustainable Development Action Plan. For example, the Lake Naivasha Growers Group members contribute financing for a payment for ecosystem services program, which compensates smallholder farmers in the upper catchment to address issues with soil erosion. In this sense, Imarisha Naivasha functions as a landscape investment facilitator by attracting and aggregating funding from diverse sources, as well as overseeing and coordinating of investments from outside investors (Heiner et al. 2016).

Tips and Tricks

- **Involve financial experts early on.** It can be valuable to include financial experts and representatives of important locally active financial institutions in the landscape stakeholder coalition. Specialized financial experts can help stakeholders to develop rigorous business plans that will appeal to finance sources.
- **Develop a long-term financing strategy.** Developing a financing strategy for the collaborative action plan can help to coordinate diverse financing sources over the long term.
- **Diversify.** Several sources of funding should be found for the activities of the coalition.
- **Promote continuity.** Plan for a strategy that brings continuity to the work of the coalition so that it is financially capable of designing interventions that build on one another and capitalize on the trust and capacity of its members.
- **Understand diverse roles.** Not all interventions for sustainable landscapes will be profit driven. Private sector consists of multiple segments with different motivations and abilities. Understand these, and treat them accordingly. Know where donor funds are needed.
- **Build financial management capacity.** Commercially viable investment opportunities for smallholders can be difficult to access. Develop dedicated and linked technical assistance facilities to identify market opportunities and scale them.

In other cases, a single entity is responsible for starting or scaling the initiative and serves as a primary funder. In the case of ISLA, for example, IDH provided the financial support to convene and facilitate the coalitions, as well as implement selected early interventions. Additional funding is mobilized along the way, from donors and foundations, and also co-investments from coalition members. These may include financial or in-kind contributions, where the latter are especially important to ensure the sustainability of the initiative.

In addition to co-funding by members of the coalition, there are many other sources of financial support for landscape interventions. These vary greatly by the context, thus the best thing a coalition can do is prepare a financial plan that ensures it has the resources to carry out the interventions it selects, and, if not, lays out a clear plan for mobilizing co-funding. Like an action plan, a financial plan should be clear and comprehensive. It should offer broad strategies for achieving financial goals and should present the current and anticipated financial state of the coalition transparently.

ROLE OF THE LANDSCAPE INVESTMENT FACILITATOR

Integrated landscape investments require some degree of strategic planning or coordination through a landscape stakeholder platform and/or a landscape investment facilitator. The landscape investment facilitator can help attract asset and enabling investments that support the implementation of agreed landscape plans, steer existing financing to activities aligned with the plan, and aggregate investment opportunities. This role can be played by a coalition member or hired by the coalition, including an NGO, government agency, business association, farmers' group, or community organization. The role may be formal or informal, and it may be played by a single institution or by a coalition of actors (Shames and Scherr 2015). An example of a landscape investment facilitator is Imarisha Naivasha in Kenya (Case 12).





5. EFFECTIVELY IMPLEMENT LANDSCAPE INTERVENTIONS

Effective implementation of landscape interventions requires all stakeholders to play an active role. Because landscape initiatives operate within generational time scales and may face changing conditions (e.g. social, environmental, economic and institutional changes), some actions may not bear fruit for many years. Successful implementation of collaborative action plans requires sustaining stakeholders' attention and maintaining momentum (i.e. through effective communication strategies and strengthening ties and commitments amongst stakeholders).

Landscape coalition leaders can help to ensure this by setting up structures to facilitate regular coordination among stakeholders, systems for resolving conflicts, and methods for tracking the effectiveness of planned actions. When problems and new opportunities arise, the plans can be adapted to changing conditions and political support can be retained.

This section covers:

- Managing for effective implementation, and
- Institutionalizing a multi-stakeholder governance system.

5.1 Managing for effective implementation

Some useful and practical ways that conveners can enable more effective implementation include: focusing on 'quick wins,' developing strong communication strategies, engaging research partners, convening regular and well-facilitated meetings, and maintaining strong leadership.

FOCUS ON 'QUICK WINS'

A phased-approach to implementation is often the best. In the short term, the coalition should focus on generating 'quick wins,' for example through the development of pilot activities in demonstration sites, to generate interest, increase visibility, and attract investment. These quick wins can include activities like cleaning up waste in lakes or forests valued by local people for recreation or culture, or identifying and honoring farmers who are using high biodiversity value practices. Medium- and longer-term actions are generally more complex and expensive, and require sustained engagement.

For example, in the first action of ISLA Kenya, called 'Adopt a Forest,' private sector coalition members, including Kenya Tea Development Authority, Finlays, Unilever Tea Kenya, and the Timber Merchants Association rehabilitated degraded parts of the Mau Forest near their priority areas in close collaboration with the Kenya Forest Service and local communities. The selection of species to plant considered the benefits to forest restoration and wildlife. ISLA is now exploring partnerships to adopt deforested areas in various parts of the forest.

This 'quick win' action boosted the coalition's partners' recognition that the initiative was not just talk, but instead focused on action. It also provided the partners with practical, first-hand experience with the challenges of working on the ground, and, through media attention, increased the momentum for developing a more comprehensive plan to address larger issues.

DEVELOP STRONG COMMUNICATION STRATEGIES

Effective communication is important to ensure that people across the landscape and beyond are aware of the vision and the ongoing activities. Landscape coalition conveners should make sure that the results of various actions are shared widely, through the internet, the media, and community spaces such as municipal centers. Data, maps and reports developed by the partnership can be posted in public buildings, schools or on public internet sites. This helps to strengthen stakeholder buy-in and attract additional investment and financial assistance.

Planning for successful communications is similar to preparing a stakeholder engagement plan, action plan or financial plan. In fact, the coalition could review each of these plans and identify appropriate communications activities to support the work plans, indicating how communication should happen (e.g., language, framing of issues, sensitivity to hot topics, etc.), who will be responsible, what types of information will be shared, and when or how often communication will happen. It may be valuable to obtain outside help in developing a professional communication strategy. For example, the ISLA program in Mato Grosso, Brazil contracted a public relations agency to help finalize a communication strategy for the coalition with stakeholder input.

A communication plan will involve:

- Defining the key components of the coalition's communication strategy;
- Planning the key messages the coalition wants to communicate;
- Planning outreach events in the landscape and with outside stakeholders;
- Considering the timing of the communications; and
- Determining appropriate channels and methods for communicating with internal and external stakeholders.

Good communication, both internal and external, is essential for the success of the coalition. Ensuring good communication early in the coalition building process helps to:

- Identify and engage stakeholders;
- Generate trust;
- Protect and enhance stakeholders' reputations;
- Manage the media agenda;
- Develop an open and transparent culture; and
- Enable consistent messaging.

ENGAGE RESEARCH PARTNERS

Engaging research partners can help to deepen the understanding of landscape processes and develop and test improved resource management practices. Landscape leaders can look for partnerships with local universities, NGOs, and government research organizations, to answer key technical and institutional questions.

For example, EcoAgriculture Partners and Cornell University have developed Conservation Bridge, which is a tool to connect university researchers and students with landscape leaders. Students learn about landscape management through case studies of ongoing initiatives, and at the same time, students provide landscapes with synthesized data and information, and a variety of valuable knowledge products (Conservation Bridge 2017).

CATIE (the Tropical Agricultural Research and Higher Education Center) has developed a close long-term research and development partnership with the multi-stakeholder Reventazon Model Forest partnership in Costa Rica. While providing rich data sources, maps, analyses and other inputs to the other partners, CATIE also organizes student research in many different disciplines that is directly pertinent to landscape actions, and supports private business development (International Model Forest Network 2017).

CONVENE REGULAR AND WELL-FACILITATED MEETINGS

It is important to ensure that adequate resources and time are set aside for regular meetings among stakeholders. These could include regular workshops or forums to build capacity, exchange ideas and gather feedback. These meetings can maintain momentum for initiatives, cultivate relationships among stakeholders, and gather information on the progress of various activities. Regular meetings also help to keep stakeholders informed of successes and milestones, as well as to communicate any significant changes to the external environment (e.g. political developments) that may affect relationships within the platform or the viability of the collaborative plan, providing an opportunity for stakeholders to react and adapt.

MAINTAIN STRONG LEADERSHIP

Sustaining momentum in a landscape initiative with many moving parts requires strong leadership. While the multi-stakeholder platform may have a process for selecting representatives from different stakeholder groups to provide overall leadership for the initiative, it is important to provide opportunities for other actors to play leadership roles as well.

Since landscape initiatives usually need to involve long-term actions to achieve landscape-scale transformations, maintaining and developing new landscape leaders is essential. Training focused on leadership can be incorporated into workshops and dialogues involving leaders from different sectors and stakeholder groups in the landscape. Leaders often find it useful to visit and learn from other landscape partnerships.

EcoAgriculture Partners' approach to helping build the capacities of landscape leaders through its landscape leadership courses and training curricula, is organized around the idea of "distributed leadership." The approach emphasizes that effective landscape management requires many different and complementary leadership roles. Landscape leaders must learn to co-coordinate their roles and activities to be effective over the long term (Buck et al., 2014).

Tips and Tricks

- **Seek sustainable financing for the coalition's operations. Landscape initiatives require initial and on-going investments in scoping and coordinating stakeholders, general project management and other ongoing activities which are usually performed by the coalition.**
- **Keep both long term goals and short term action plans visible. Continually communicate with leaders and stakeholders about both programmatic and project-specific activities and progress, emphasizing their complementarity.**
- **Highlight achievements to stimulate ownership and motivation. Socialize information about the coalition's progress among its members in terms (language) that respective public, private and civic sector participants will relate to and appreciate.**

5.2 Institutionalizing a multi-stakeholder governance system

Once the coalition is formed, an action plan is developed and interventions are selected, it may be necessary to develop a formal governance structure for the coalition. While some interim structure may have formed throughout the coalition building and intervention selection process, a more formalized structure may be needed to ensure the long-term monitoring, management and financing of activities. In other cases, an informal system will be sufficient for ensuring sustainable operations of the landscape coalition.

For example, the Lari Landscape in Kenya has progressed over time from an informal, community-based program to a multi-stakeholder landscape initiative with a more formal governance structure. It was formed by the Kijabe Environment Volunteers (KENVO), a non-profit, community-based organization established to address local environmental degradation. While KENVO initially focused its efforts on building awareness and mobilizing community engagement in forest protection and rehabilitation, they realized many of these threats needed to be addressed at a broader scale, with additional stakeholders, especially local farmers, and with a more comprehensive strategy to address some of the economic concerns of local residents. In recent years, their activities have focused on empowering civil society groups to engage in policymaking processes through forums and policy dialogues, as well as further strengthening and formalizing a multi-stakeholder platform. Currently, KENVO serves as the chairman for a small, multi-stakeholder steering committee that helps to prioritize activities and investments in the landscape. Respected senior leadership for the initiative has remained consistent to date.

In the ISLA landscapes, coalitions were institutionalized by: 1) the establishment of the coalition as a legal entity, with a board and a secretariat; 2) the endorsement of the landscape vision and action plan by the government and, in some instances, the dedication of a governmental department to take on the convening role and secretariat function; or 3) the decision of members of the coalition to take on the secretariat and facilitation functions, either permanently or through a yearly rotation of the coalition members.

PARTNERSHIP FORMATION AND DESIGN

While a partnership may develop through different processes (sometimes organically and sometimes through a structured process), the design of its governance system is critical to its success. It is important to systematically decide which organizations should be involved (actors), what the respective organizations should be expected to do (roles), how the partners can best organize themselves (organizational configurations), and how partners can prioritize and prepare to perform the key functions (functionality) that can realize the multiple aims of the partnership (Figure 13) (Buck et al. in press).

The actors involved should be drawn from the diverse stakeholder base of the landscape and engaged based on the comparative advantages they provide to the partnership. The specific roles and responsibilities and their distribution varies depending on the partnership's context and the actors involved, but broadly include facilitator, technical input provider, capacity builder, financial investor, evaluator, and promoter-champion. Members often assume collaborative leadership roles, which can be held by one or multiple partners (Buck et al. in press).

Key elements to consider in the configuration of the partnership include its organizational structure, expected levels of involvement, degree of formality or voluntariness, design of common forums or platforms, and whether

new legal contracts or entities will be established. Additionally, governance rules must be established to clarify membership, leadership selection and accountability, meeting structure, and an evaluation framework (Buck et al. in press).

Some coalitions may choose to remain informal initiatives which are carried out through the work and resources of the members of the coalition. For example, the Mbeya landscape initiative in southwestern Tanzania is a coalition of public, private and civic sector organizations who come together under the leadership of a designated member organization to share knowledge, information and ideas about ways that a landscape perspective can add value to their various development and conservation priorities. Members meet periodically to update one another and synthesize what they are learning about innovations such as landscape labeling, agro-ecological production practices for family farmers, and spatial innovation planning (EcoAgriculture Partners 2015a; EcoAgriculture Partners 2015b)

However, many coalitions may decide to form a legal entity to facilitate managing or acquiring funding to support the work of the coalition, gain credibility or visibility as an institution, or position themselves strategically for interacting with other organizations. The legal entity could take a number of forms, including a non-profit organization, private-public partnership, social enterprise, or other organizational form, depending on the context and the risks and opportunities that the coalition is seeking to manage. For example, the governance structure in the ISLA Kenya Southwest Mau Forest initiative consists of a Trust, a Board, a Secretariat, and three technical working groups (Case 13). The Imarisha Naivasha Initiative is governed by a formal management board with representatives from key stakeholder groups (Case 14). Landscape leaders should understand what the options are for forming a legal entity in their countries.

The key functions of the partnership can broadly be divided into: 1) partnership management that enables collaborative planning and action; 2) collaborative programming to address central stakeholder concerns and shared vision; 3) intentional learning and communication among the partners and with the larger landscape communities to identify, promote, share, and scale-up innovations; and 4) financing other functions. Funding of partnership enabling investments, which is crucial to successful partnership functions that involve real costs in terms of personnel, travel and materials, must be determined and shared among partners or external actors (Buck et al in press).



Figure 13: Design elements for landscape governance Source: Adapted from Buck et al. in press

CASE 13

Governance structure in Southwest Mau, Kenya

The governance structure in the ISLA Kenya Mau Forest initiative consists of a Trust, a Board, a Secretariat, and three technical working groups (Figure 14). The Trust, which was registered as a Charitable Trust in 2016, is composed of five trustees, who provide oversight of the Board, raise and allocate funds, and are legally accountable for the initiative. The Board, in consultation with the Secretariat, defines the program strategy and action plan, and oversees the implementation process. Members of the interim Board include the county governments of Kericho, Bomet, and Nakuru, several national government institutions (Kenya Forest Service, Water Resource Management Authority, and Kenya Water Towers Agency), private sector companies (Kenya Tea Development Authority, Unilever Tea Kenya, James Finlay Kenya, KENGEN and the Timber Manufacturers Association), and civil society and research organizations (East Africa Wildlife Society, Kenya Forest Working Group, Rhino Ark, Community Forest Associations, Water Resource Users Associations, and the Center for International Forestry Research). The Dutch Embassy attends as an observer and the ISLA Kenya team chairs the meetings.

The Secretariat, which is made up of the IDH ISLA Kenya team, is responsible for mobilizing implementation of the ISLA Kenya action plan; contracting with consultants and implementing partners; gathering, collating and analyzing information required to support program development; monitoring & evaluation; and the administration and coordinating of the program activities and events. Three technical working groups have been established based on the program building blocks: forest conservation; improvement of water flow and access; and

sustainable energy (promoting alternative livelihoods is considered as a cross cutting issue). Technical working groups meet to deliberate on technical and implementation issues as needed and report their findings and observations to the Board. Activities and interventions are implemented by public, private and civil society organizations. While IDH is not an implementing organization, it does provide co-funding for interventions (up to 50%), as well as technical backstopping and a network for sharing knowledge.



Figure 14: ISLA Kenya's governance structure

CASE 14

Multi-stakeholder management board for Imarisha Naivasha Initiative, Kenya

The Imarisha Naivasha Initiative in Kenya is structured around a multi-stakeholder management board that was officially created in May 2011 by the Government of Kenya to manage the coordination of the Lake Naivasha Catchment Restoration Programme. The Board is composed of representatives from various stakeholder groups, including national and local government officials, community-based natural resource management institutions, pastoralists, Lake Naivasha Riparian Association, Lake Naivasha Growers' Group, local businesses, the tourism industry, and civil society organizations. The objectives of the Imarisha Naivasha Management Board are, broadly, to coordinate the activities of the various stakeholders who are engaged in the conservation of the Basin; monitor compliance with laws and regulations; develop and enforce local codes of conduct; and develop and execute a trust to receive and manage financial resources for the conservation of the Basin (Heiner et al. 2016).

Tips and Tricks

- Balance short-term and long-term goals. Short-term goals and activities may be needed to jump-start the partnership but long-term goals should never be sacrificed to meet short-term objectives. Watch out for crises when short-term needs are most likely to dominate long-term commitments.
- Define rights and responsibilities. Members of the coalition are more likely to participate when the expectations for their participation and partnership are clear. In some cases, it may be important to establish legally binding agreements between members to level the playing field or reduce the vulnerability of some stakeholders.
- Monitor, report and adapt. Public and private sector stakeholders often have different objectives. Evaluating and reporting back to stakeholders on their priorities is important for maintaining the partnerships and demonstrating the effectiveness of the coalition.
- Make risks and opportunities transparent. Not only do risks and opportunities need to be identified in a transparent way, they should be monitored transparently as the process develops.
- Keep the timeline in mind. The coalition is likely to continue to change. Don't wait for membership to be set in stone or for all members to feel completely prepared before beginning the discussion on a long-term strategy for the coalition, its facilitation and funding. Decisions don't need to be made in early meetings, but they are ideal times to decide what information needs to be gathered in order for the coalition to reach decisions on these issues.
- Negotiate transparency. Openness and transparency are important qualities for building long-term trust and facilitating critical knowledge exchange in landscape coalitions. However, enforcing transparency too strongly or early in the process may decrease the quality of the information that stakeholders are willing to share.

A photograph showing a group of people in a field of tall grasses, likely engaged in agricultural research or monitoring. Two individuals in the foreground are wearing wide-brimmed hats and are looking down at something in their hands. The background features a steep, rocky hillside with sparse vegetation. A large red diagonal overlay covers the bottom half of the image, containing the text '6. MONITORING AND EVALUATING RESULTS'.

6. MONITORING AND EVALUATING RESULTS

Keeping the landscape's activities on track through periodic measurement of progress based on pre-defined indicators is essential to effective implementation. Landscape leaders need to set up a comprehensive monitoring and evaluation (M&E) system to measure internal progress. Additionally, local institutions or an external consultant can be hired to perform periodic external monitoring to assess the advances and impacts of the coalitions' actions.

This section covers:

- Developing the M&E framework;
- Selecting indicators and measurement tools; and
- Using M&E results to improve the landscape action plan.

6.1 Developing the M&E framework

When designing an M&E system, it is important to consider the different aspects of the landscape initiative that you want to track for progress and quality. For example, M&E systems can be used for:

- Assessing the quality of and progress towards achieving specific projects or interventions;
- Assessing the impact of landscape outcomes and progress toward achieving a landscape's overall vision of sustainability;
- Assessing the institutional performance of the landscape coalition, which can provide insight on the process of coalition-building and the coalition's operations; and
- Tracking and managing the process of learning both within and outside of the landscape.

Additionally, as agricultural eco-certifications and standards are increasingly being used to support ILM, M&E systems can also be designed to monitor specific indicators that are required to certify a landscape or jurisdiction. Some standards systems, such as the Roundtable on Sustainable Palm Oil (RSPO) and Roundtable for Responsible Soy (RTRS), already include ILM-supportive features, such as land use planning, the management of High Conservation Value Areas, and participatory free, prior and informed consent processes with communities, within their standards systems (Mallet et al. 2016).

Creating a results framework, or "theory of change" which logically links the implementation of the selected interventions to specific outputs, outcomes and impacts, can help to ensure the M&E framework is effectively measuring the achievement of desired outcomes and impacts. It is essential, also, to include process metrics within the M&E framework, process being the main driver of learning and adaptation in the early years of any landscape initiative (Sayer et al, 2016).

6.2 Selecting indicators and measurement tools

Once the results framework has been developed, indicators can be developed that correspond with each of the outputs, outcomes and impacts. These should be designed through a collaborative multi-stakeholder process. Tools to monitor progress on each of the indicators can then be identified and plans for conducting periodic measurements can be established and communicated to all stakeholders. Preference should be given to indicators and methods that can be used to measure multiple objectives (e.g. vegetation cover and soil organic matter). The Landscape Measures Framework developed by EcoAgriculture Partners and Cornell University (Case 15) and the Natural Ecosystem Assessment Tool developed by Rainforest Alliance (Case 16) are both good examples of tools that can be used to develop a collaborative landscape M&E system.

Then, the landscape coalition can develop a data collection strategy to monitor changes in the landscape, including identifying data collection methods, specifying the location and frequency of the data collection for monitoring changes in key landscape objectives, and assigning roles. The coalition can start its first round of data collection to create a baseline, and then can determine how frequently to analyze monitoring data to help in making adaptive planning decisions.

In ISLA Ethiopia monitoring is done through regular visits to sites of implementation and meetings with partners on the progress of projects. Various indicators were set in advance for the selected intervention of joint action plans, linked up to the overall coalitions' objectives related to improved land and water management. Also implementing partners, albeit with limited capacity, are tasked with following up project implementation at the field level and providing a report to the ISLA team in the landscape at least on a weekly basis. The program has yet to start project evaluations but through reports on pre-set key performance indicators (KPI), IDH will be able to evaluate the success of projects. IDH is also developing impact studies through third parties to help verify claims and evaluate how they are being achieved through projects on the ground.

6.3 Using M&E results to improve the landscape action plan

Information that is generated from measuring the indicators in the landscape coalition's M&E plan can be exceptionally valuable in periodically updating the landscape action plan. Three key steps can help to ensure that this value from M&E activity is derived for the benefit of the initiative.

First, engage stakeholders in the process of analyzing and synthesizing the measures of key process and outcome indicators. This will strengthen the credibility or "trustworthiness" of the measures in the eyes of stakeholders. Second, ask stakeholders what the data mean, from their own perspectives, and from the coalition's collective perspective as represented in the landscape action plan. Engaging them in this interpretation across multiple bio-physical and institutional phenomena helps to deepen understanding about the status of the landscape, and the coalition's initiative. Third, based on what the coalition has learned from synthesizing and interpreting the M&E data, engage them in exploring what to do differently going forward? For example, does the coalition change direction, add a new component, abandon an in-effective component, and/or work to strengthen and improve the effectiveness of what is working best in the next iteration of the action plan? Using the indicator measures derived from the coalition's M&E activity focuses stakeholder knowledge and discussion around the values and what matters most.

CASE 15

Designing an M&E system using the Landscape Measures Framework

EcoAgriculture Partners and Cornell University have developed a framework for monitoring progress toward realizing four main goals for integrated landscapes: biodiversity conservation, sustainable production, livelihood security, and institutional capacity (Buck et al. 2006). For each goal, stakeholders agree on relevant outcome criteria for the particular landscape, and then indicators are developed which are place specific and scale specific. Means of measure, which are the tools used to measure each indicator on a quantitative or qualitative scale, are then selected (e.g. wildlife sensing techniques, land cover analysis, farmer interviews). EcoAgriculture Partners has developed an online resource center to aid practitioners in developing a plan for measuring landscape performance across the four dimensions (<http://landscapemeasures.info>).

CASE 16

Rainforest Alliance: bottom-up approaches to monitoring and evaluation

The Rainforest Alliance is an international conservation organization and manager of the Sustainable Agriculture Standard and certification. Rainforest Alliance is currently piloting a number of methods to assess the impact of certification adoption on both sustainable livelihoods and production landscapes. It developed the Natural Ecosystem Assessment Tool to assess the condition of natural and semi-natural ecosystems on and near farms they were working with, and to evaluate the effects of training and certification on this condition over time.

The Natural Ecosystem Assessment Tool works by tracking changes in on-farm vegetation, including tree diversity and structure; land use on and adjacent to certified farms; and, broader effects on forest encroachment, conservation and connectivity. Monitoring is conducted at the landscape, farm, and plot scales, and usually occurs both before and after training and certification. At a plot scale, samples are taken of the tree canopy, ground cover, erosion and non-crop trees; at the farm scale, farm boundaries and land uses are mapped, and the diameter and species of emergent trees are recorded; at the landscape scale, remote sensing (with ground verification) is used to monitor changes in condition of the forest frontier. The results of the Natural Ecosystem Assessment Tool can help to answer questions about land cover changes, the degree to which certain practices provide habitat for wildlife, and differences in outcomes (e.g. encroachment on protected areas) between certified and non-certified farms. The assessment can also be easily tailored to the specific goals of a particular initiative (Milder and Newsom 2013).

Once stakeholders in the coalition understand and feel ownership for the results of M&E activity, these results are powerful in informing investors, buyers of landscape products and policy-makers about landscape performance. Indicators of positive progress can energize supporters, while disappointing results can trigger a useful change in strategy.

In KENVO's Lari landscape in Kenya, for example, M&E information that was generated through the application of the Landscape Measures Scorecard a second time, four years after it was initially employed (Case 9), revealed that the status of the landscape had deteriorated across most dimensions of performance. The process of interpreting the results of the analysis with stakeholders led to understanding that: 1) expectations for performance had risen in the ensuing years due to extensive discussion about the value and benefits of the landscape approach, while reality appeared not to be keeping up with hopes and expectations, 2) additional stakeholders had become involved in the landscape initiative, who evaluated performance somewhat differently, and more critically, than original stakeholders.

This understanding led, in turn, to modifications in KENVO's landscape governance system and activity priorities. They sought expanded engagement of private sector actors, and invested in a stakeholder-engaged landscape labeling initiative that included developing agro-ecotourism (Hart et al. 2014). And they focused on empowering producer groups as well as women, youth and other civil society groups to engage in policymaking processes through forums and policy dialogues which they anticipated would lead to better public support for the landscape approach.

Tips and Tricks

- Use integrative and leverage indicators to minimize costs and simplify the process of monitoring the impacts of integrated landscape investments.
- Use process indicators to track progress of the Coalition's initiative, such as negotiation and communication of clear goals, an agreed theory of change, a rigorous and equitable process for stakeholder engagement and others that reflect good governance.
- Use indicator measures to continuously relate Coalition progress to landscape status, to help stakeholders understand and appreciate the link in concrete measureable terms.
- Engage stakeholders in all aspects of the M&E process (choosing indicators, measurement, synthesis, interpretation, communication).
- Invest in communicating M&E results to different audiences, to help maximize the impact of this valuable information on public, private and civic sector investment in the initiative.



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Glossary

Agriculture green growth: An approach for attracting and coordinating investment in agricultural production, processing and distribution that is efficient, profitable, sustainable, and resilient to climate change (Milder et al. 2013).

Coalition: A group organized to achieve a shared vision or set of activities.

Convening: The process of bringing a group of relevant stakeholders together and mobilizing them to achieve joint outcomes. A good convener has the legitimacy and leadership qualities needed to attract stakeholders to a landscape planning and management initiative and to help sustain their commitment to the aims and the process.

Ecosystem services: Ecosystem services refer to the benefits humans obtain directly or indirectly from ecosystems. They can be divided into provisioning services (food, water, wood, raw materials), regulating services (pollination of crops, flood and disease control, water purification, prevention of soil erosion, sequestering carbon dioxide), cultural services (recreational, spiritual and educational services) and supporting services (nutrient cycling, maintenance of genetic diversity).

Facilitation: The process of guiding a group of stakeholders to a successful conclusion. A good facilitator has the leadership qualities and skills needed to foster interaction, joint learning and participatory decision-making and to build collaboration around goals that are important to the group.

Integrated landscape investment: Investments designed to consider the environmental, economic and social context beyond a single land management unit, which are informed by, or coordinated with, other stakeholders operating with a landscape, usually through a multi-stakeholder planning and management process (Heiner et al. 2015).

Integrated landscape management: A way of managing the landscape that involves collaboration among multiple stakeholders, with the purpose of achieving sustainable landscapes. The governance structure, size and scope, and number and type of stakeholders involved (e.g. private sector, civil society, government) can vary. The level of cooperation also varies, from information sharing and consultation, to more formal models with shared decision-making and joint implementation (Scherr et al. 2013).

Jurisdictional approach: The jurisdictional approach is a type of landscape approach where governmental engagement is deliberately high and geographical boundaries are chosen to maximize linkages with public policy (Earth Innovation Institute 2017).

Landscape: A landscape is a socio-ecological system that consists of natural and/or human-modified ecosystems, and which is influenced by distinct ecological, historical, economic and socio-cultural processes and activities (Denier et al. 2015).

Landscape approach: A conceptual framework whereby stakeholders in a landscape aim to reconcile competing social, economic and environmental objectives. It seeks to move away from the often-unsustainable sectoral approach to land management. A landscape approach aims to ensure the realization of local level needs and action (i.e. the interests of different stakeholders within the landscape), while also considering goals and outcomes important to stakeholders outside the landscape, such as national governments or the international community. A landscape approach may be undertaken by one or more stakeholders who engage in actions independently, or by multiple actors as part of a collaborative, multi-stakeholder process. This multi-stakeholder process is referred to as integrated landscape management (Denier et al. 2015).

Partnership: A dynamic formal or informal agreement between multiple partners focused on accomplishing common aims; a multi-stakeholder partnership is a form of governance among partners with different stakes and biases that allow different groups to address a common problem or advance a shared vision (Buck et al. in press).

List of Acronyms

BROA	Biodiversity Risk and Opportunity Assessment Tool
CSO	Civil society organization
FFI	Fauna & Flora International
ICRAF	World Agroforestry Centre
IDH	The Sustainable Trade Initiative
ILM	Integrated landscape management
ISLA	Initiative for Sustainable Landscapes
IUCN	International Union for Conservation of Nature
KENVO	Kijabe Environment Volunteers
KPI	Key performance indicator
LMRC	Landscape Measures Resource Center
LPFN	Landscapes for People, Food and Nature Initiative
LUPA	Land Use Profitability Assessment Tool
M&E	Monitoring and evaluation
NGO	Non-governmental organization
PACT	Atlantic Forest Restoration Pact
PES	Payment for ecosystem services
RSPO	Roundtable for Responsible Palm Oil
RTRS	Roundtable for Responsible Soy
SAGCOT	Southern Agricultural Growth Corridor of Tanzania



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