



ecoagriculturepartners

AT THE FOREFRONT OF LANDSCAPE MANAGEMENT

STRATEGIC PLAN
FOR OUR SECOND DECADE
2015-2024

ECOAGRICULTURE.ORG

A DECADE OF INSIGHT AND ACHIEVEMENT



ECOAGRICULTURE Partners was founded in 2005 as a mission-driven, non-profit organization inspired by a vision of landscapes around the world that sustain people and sustain the earth, through democratic and inclusive processes of decision-making. We remain committed to that mission and vision today. To achieve it, we advance ideas and innovations on how to integrate action and policy for sustainable agriculture production, ecosystem management and human well-being so that landscapes provide the full range of products and services to those who depend on them. We achieve our goals through respectfully managed partnerships with diverse groups whose expertise and perspectives are needed to craft and implement innovative solutions.

In 2005, the first international Ecoagriculture Conference (see box on next page) identified major gaps in knowledge, policy and practice preventing sustainable landscape management. Those gaps were a lack of landscape metrics for impact assessment, weak evidence on eco-friendly production practices and farmer-friendly conservation practices, weak policy and market support, weak knowledge exchange across sectors, and distrust or even hostility between institutions with different priorities for land and water use, making collaborative action difficult.

Our mandate was to fill these gaps. Thus, during our first decade we analyzed landscape management practices, especially measurement and monitoring, planning and governance, to determine what leads landscape management to success. We applied our integrated landscape lens to policies, financial mechanisms, and market innovations like eco-standards and certifications and payments for ecosystem services. Our analyses of biodiversity-friendly agriculture, multi-stakeholder landscape governance, biodiversity assessment in agricultural landscapes, payments for ecosystem services to farmers and farming communities, and climate-smart landscapes catalyzed new investments by international organizations, development banks, national governments, and local initiatives on these issues. Strategies to achieve agricultural green growth at landscape and regional scales devel-

FOUNDATIONS

For the past decade, EcoAgriculture has been the leading champion of the integrated landscape approach, which addresses the social, economic and ecological needs of the landscape simultaneously by empowering stakeholders to plan solutions together that maximize benefits for all. This approach emerged from the findings of a powerful study released in 2001.

As the new millennium dawned, a host of scientific studies showed the importance of agricultural lands for watershed function and habitat for wild species, the centrality of agriculture to climate regulation and climate change adaptation, the prevalence of farming in and around protected areas, and the reliance of agricultural production on healthy ecosystems. Catalyzed by an unusual partnership between the CGIAR's Future Harvest program and IUCN, the 'Common Ground, Common Future' study highlighted this challenge and the widespread innovation arising around the world to address it. Yet most investments and programs for agriculture, environment and livelihoods remained 'stovepiped' to achieve narrow sectoral objectives, without serious consideration of inter-linkages.

To advance this new integrated vision, several forward looking institutions co-founded EcoAgriculture Partners as a joint initiative in 2002 and organized the first International Ecoagriculture Conference in 2004. The conference brought together many of the innovators of landscape approaches around the world. The conference participants authored the Nairobi Declaration on Ecoagriculture and established the priorities for EcoAgriculture as an independent organization. We formally incorporated as a U.S. non-profit shortly after, in January 2005.

oped for the Southern Agricultural Growth Corridor of Tanzania and the Mt. Elgon watershed of the Lake Victoria Basin have begun informing program investments.

We worked with communities, primarily in East Africa, but also in Central and South America, South and Southeast Asia, and the United States, to study, test and improve landscape management innovations. Our ecoagriculture leadership courses, workshops, and conferences helped landscape managers improve their skills. Tools and methods we developed, such as the landscape performance scorecard, spatial planning tools, participatory photo-monitoring, and landscape labeling, are in use improving landscape management in dozens of other landscapes worldwide. Our Landscape Measures Resource Center online portal continues to be a valuable resource for those looking to start or strengthen a holistic landscape planning and monitoring & evaluation cycle.

Over the past three years (2011-2014) we built a strong international partnership in the Landscapes for People, Food and Nature Initiative. It has already proven to be a valuable and productive platform for collaborative dialogue, action and advocacy. More than 70 partner organizations from numerous communities of practice have joined together to enhance their own work in landscapes and to promote landscape approaches in policy and research priorities. The Initiative has produced more than 25 collaborative studies on critical aspects of integrated landscape management. The Initiative also led development of the African Landscapes Action Plan, in collaboration with NEPAD and TerrAfrica, as the roadmap to sustainable development on the continent.

THE PRESENT CONTEXT, CHALLENGE AND OPPORTUNITY

In 2015, the rationale for integrated landscape management is widely acknowledged, and many governments, NGOs and businesses have begun to support ILM. More than 80 communities of practice are promoting ILM in one form or another, increasingly supported by local and national governments, NGOs, and international policies. Continental reviews we led as part of the Landscapes for People, Food and Nature Initiative documented more than 500 landscape initiatives in Europe, Africa, Latin America and South/Southeast Asia.. There has been considerable innovation in sustainable production practices; institutions, markets and policies; and in methods for impact assessment.



Yet there remain major constraints to the effective function and scaling of ILM, particularly:

- Weak institutional platforms and governance mechanisms for stakeholder negotiation and collective action at landscape scale;
- Inadequate capacity and tools for implementing integrated landscape management, among landscape stakeholders and in key institutions;
- Gaps in evidence to inform investment decisions to implement landscape approaches at scale;
- Weak political support for cross-sector approaches to address agriculture-environment-livelihood challenges;
- Policy, finance and business institutions that operate in ways that make ILM more difficult;
- Difficulties in communicating landscape concepts among stakeholders from different sectors and backgrounds.

NEW CLIMATE AND SUSTAINABLE DEVELOPMENT COMMITMENTS: A KEY OPPORTUNITY FOR ECOAGRICULTURE

The new global sustainable development agenda agreed in September 2015 points clearly to the need for integrated, landscape-scale approaches to achieve sustainable agriculture and natural resource management-related goals. Many countries, throughout the negotiations and following the adoption of the Sustainable Development Goals, have called specifically for integrated targets and indicators for each of the goals, and integrated approaches to achieving them, to minimize trade-offs and enhance synergies. The climate accord signed in Paris in December 2015 provides yet more impetus for national governments to look to integrated approaches that can achieve both mitigation and adaptation commitments.

EcoAgriculture Partners positions this new strategy to assist national governments, non-governmental conservation and development programs, regional conveners, and multilateral funding agencies with implementing the sustainable development agenda and achieving climate goals by supporting innovation and enhancing capacities in integrated landscape management on the ground, advising on policy and finance, and facilitating strategic partnerships between governments, donors, businesses, and landscape initiatives.

THE ECOAGRICULTURE PARTNERS DIFFERENCE

While interest in landscape management is becoming more mainstream and more organizations are developing landscape programs or platforms, we have a few key advantages and these guide our priorities, plans and activities.

We are the most experienced of a very small group of international non-profit organizations explicitly working on integrated agricultural landscape management. Our approach explicitly and centrally integrates perspectives of agriculture, ecosystem and human well-being and thus we offer expert capacity for integration.

By linking analysis, field practice and policy, we accelerate knowledge flow between them. We are committed to participatory, inclusive development; democratic, transparent decision-making; and respect for interests of all legitimate stakeholders as foundations for sustainable landscape management. This experience and desire to work with all stakeholders makes EcoAgriculture Partners a partner of choice for a diverse range of actors.

OUR NEXT TEN YEARS



Our goal over the next 10 years is to ensure that the essential building blocks for ILM implementation and enabling institutions are established and are generating effective integrated landscape management in hundreds of landscapes around world, enabling countries to meet their climate targets and achieve the Sustainable Development Goals.

To get there, our strategy is for EcoAgriculture to become the premier thought leader on implementing ILM, particularly where thriving, sustainable production agriculture is a key objective within environmentally important or sensitive landscapes. We will organize this work around three themes:

- **Innovations for Collaborative Landscape Management:** We will generate innovations for collaborative landscape management, drawing input and testing our ideas by working in depth with strategic partners and platforms in a small set of landscape initiatives, as well as analyzing experience across initiatives globally.
- **Policy and Market Innovations that Support Integrated Landscape Management:** We will generate policy and market innovations that support integrated landscape management, to provide a more enabling environment, through in-depth staff engagement in a few countries and market/policy/finance processes and through comparative analysis of experience globally.
- **Strategic Partnerships to Scale Up Integrated Landscape Management:** We will help to scale up ILM globally through strategic partnerships. As a small U.S.-based organization we can only mobilize large-scale impacts in landscapes and enabling institutions around the world by working closely with others. The flagship partnership in this theme is the Landscapes for People, Food and Nature initiative, for which we serve as Secretariat. Other strategic partnerships will be evaluated based on their ability to contribute to scaling ILM and our ability to have impact within them.

A strong communications capacity will support all three themes. We will continue to build visibility and brand reputation for EcoAgriculture Partners, to engage and convince decision makers about the value of the integrated landscape approach. We will support EcoAgriculture meetings, and produce communications products to the



highest possible standard of excellence. Within the next three years we will develop a renewed and widely-viewed EcoAgriculture website; generate regular elite media coverage of EcoAgriculture work or demonstrating the insight and expertise of our staff; produce a core set of informational videos, and infographics, and publish Ecoagriculture Discussion Papers, policy briefs, reports and manuals. Our staff and entire network will use an integrated approach to reach decision-makers and other influential audiences. We will craft messaging and materials tailored to new platforms to deliver our messages faster and to the right audiences. We will use all these skills and techniques to provide strong communications support to the Landscapes for People, Food and Nature Initiative Secretariat.

We will develop rolling 4-year work plans as our 10-year strategy evolves. The 10-year outcomes, activities, and initial 4-year milestones (2015-2018) for each of our three themes are described below.

INNOVATIONS FOR COLLABORATIVE LANDSCAPE MANAGEMENT

10-Year Outcomes

By 2024, we will have achieved three major outcomes that advance the understanding and effectiveness of collaborative landscape management:

- 1** Development programs, major land use management initiatives, and local land management platforms use our tools to inform practices throughout the landscape management cycle, including M&E and impact assessment methods that address interactions.
- 2** Training programs for land managers, landscape leaders, facilitators and development professionals incorporate our curriculum and resource materials and focus on fully integrating multiple objectives, including food security and agricultural productivity, into land use planning and management.
- 3** 5-10 integrated landscape initiatives (ILIs) in different agro-ecological-economic contexts are collaborating with EcoAgriculture Partners to adopt new strategies and interventions that advance landscape goals.

In-depth
collaboration
with
at least **5**
landscape
initiatives

Main Activities

To achieve these goals, we will advance thinking and strategy for effective design and implementation of ILM through case study analyses, participatory research projects, and cross-ILI comparative studies, both on our own and in collaboration with advanced research institutions. We will develop and published a clear, concise, and compelling suite of materials demonstrating how to operationalize key aspects of integrated landscape management, based on well-tested interventions. We will select five to 10 diverse landscape initiatives for in-depth analysis, advisory input and to test new tools, methods and curricula. We will develop strong partnerships with universities, research and training institutions. We will disseminate materials through EcoAgriculture Partners' communications platforms and incorporate them into project designs and outreach activities within strategic partnerships like the Landscapes for People, Food and Nature Initiative.

4-Year Milestones

By the end of 2018, we aim to have achieved the following milestones:

- We have produced guidance documents and case studies on: biodiversity/ecosystem-friendly production systems and landscape designs, landscape governance, population and health in ILM, city-regions as integrated landscapes, and financial models for investment in ILM.
- We have produced, tested and deployed training (and training-the-trainer) modules on landscape governance, landscape facilitation, engaging business, market mechanisms, investment and finance, and improved the capacity of at least 200 leaders and technical experts, and 100 professionals to implement ILM.
- We are working with at least five integrated landscape initiatives (reflecting diverse models, entry points, and agroecological conditions) to test new models and tools for ILM, to improve stakeholder learning and action processes, business engagement, market mechanisms, finance, and landscape governance.



- We are testing new market mechanisms and business engagement strategies to support ILM in at least five landscapes.
- Improved landscape M&E systems are in place in at least three landscapes, supporting ILM decisions.
- We have developed & tested new tools, criteria and models for institutional self-assessment, impact assessment, investment and financing strategies, and inclusive and participatory governance.

POLICY AND MARKET INNOVATIONS FOR ILM

10-Year Outcomes

By 2024, we will have achieved three major outcomes that significantly advance understanding and models for policy and market interventions that support ILM:

- 1** Guidelines, tools and strategies developed by EcoAgriculture Partners for policies, markets and investment programs are used in at least five countries to support ILM.
- 2** At least 10 major multilateral, bilateral and foundation donors, investors and business groups advised by EcoAgriculture Partners are providing strategic support at scale to ILM programs and policies.
- 3** Global investment in integrated landscape approaches in agricultural development outpaces “traditional” agricultural investments.

10 major donors
support ILM
at scale

Main Activities

We will advance thinking and strategy for effective finance, policy, market and business mechanisms and institutions for ILM through landscape and country case studies, comparative studies, and our in-depth work in 2-3 countries where we can capitalize on concurrent work on the ground. In Kenya and at least two other countries, we will gain an in-depth understanding of the national and sub-national policy processes and opportunities to support ILM. We will annually track and publish the “State of Earth’s Landscapes” to provide clear and compelling data to support better landscape investment and improved land use management and planning.

We will package our findings to provide analysis and advisory input for national and local governments, businesses and financial institutions. We will collaborate with influential international organizations, donors, and investors and convene dialogues to help incorporate ILM into agricultural development strategies, programs and investment funds. We will disseminate materials through EcoAgriculture Partners communications platforms and incorporate into project designs and outreach activities within strategic partnerships like the Landscapes for People, Food and Nature Initiative.

4-Year Milestones

By the end of 2018, we aim to have achieved the following milestones:

- Policy and investment guidelines developed by EcoAgriculture Partners are being applied in at least three countries.
- Our guidelines for designing ILM programs are being used in at least three countries.
- Our advice and influence has helped at least five influential international organizations strengthen ILM programs.
- Our advice and influence has helped at least three public or private finance institutions to integrate ILM principles into their strategies.
- Our advice and influence has helped at least five regional or global business associations/programs promote innovations for business engagement in landscape initiatives.
- At least three country strategies for implementing the Sustainable Development Goals incorporate our innovations to improve integrated landscape management.



- At least three national-level climate-smart agriculture, sustainable development, or green growth plans explicitly adopt an integrated landscape approach.
- Funding and partnership networks are in place to test the criteria and methodology for the inaugural “State of Earth’s Landscapes” report.

STRATEGIC PARTNERSHIPS TO SCALE UP EFFECTIVE ILM

10-Year Outcomes

Through partnerships we will build institutional capacities for effective policy, finance, business engagement and research in ILM; share and synthesize knowledge for implementing ILM (including our own innovations); and undertake strategic outreach to accelerate information flow and stakeholder awareness and commitment. We will seek four major outcomes by 2024:

- 1** More effective management of integrated landscape initiatives is reported in several hundred ILI’s globally (principally in Africa, Latin America and Asia) through partner networks for collaborative learning and action, resulting in increased sustainable agricultural production, enhanced livelihoods, and conserved biodiversity and ecosystem services.
- 2** Increased capacity for implementing landscape approaches is realized in Africa, Latin America, Asia and the U.S. through ILM mainstreaming in 10 university, research, extension, or training institutions using Landscape Academy curriculum and training modules. At least 10 universities and/or research institutions have partnered with ILIs for research on integrated landscape management.
- 3** At least 20 countries are implementing mandates or commitments from key international policies, such as the Sustainable Development Goals, UNFCCC or other climate agreements, Committee on World Food Security, Convention to Combat Desertification, and Convention for Biological Diversity explicitly using an integrated landscape approach.
- 4** Major new funding streams are available to finance integrated landscape management regionally, nationally, and locally, including through the Green Climate Fund, Global Environment Facility, national government budgets, and private-sector financing sources.

At minimum
20
countries
achieve the
Sustainable
Development
Goals
using ILM

Main Activities

To achieve these Outcomes, EcoAgriculture Partners will make a major commitment to facilitate and support collaborative activities of the Landscapes for People, Food and Nature Initiative (see box on following page). We will actively promote the landscape learning networks, capacity-building initiatives, collaborative knowledge products and other collaborative activities that advance policy, finance and business innovations and research partnerships. We will collaborate with partners to produce and distill quality knowledge products on ILM for key audiences, using multiple media, and organize outreach to opinion leaders in donor capitals, key countries and sector leaders. We will support partners to advocate for landscape approaches in key international policy platforms, through analysis & dialogue. We will strategically take on leadership roles in other partnership platforms that provide critical leverage to achieve our 10 year goals.

4-Year Milestones

By the end of 2018, we aim to have achieved the following milestones:

- At least 60 ILIs in Africa, Latin America and the Caribbean, and Asia are actively involved in learning networks and reporting measurable benefits, including participation and benefits for women, youth & socially marginalized groups.



- A virtual Landscape Academy, including higher education curriculum, modules and training programs is available online for leaders, facilitators and technical experts in Africa, to help create the landscape leadership needed to advance integrated landscape management.
- At least six countries have strengthened district, sub-national or national policies, programs or finance for ILM.
- At least three research partnerships directly support ILIs linked with the Landscapes for People, Food and Nature Initiative, incorporating improved landscape research methods.
- At least two ILIs have established university or research partnerships.
- Over 50 partners of the Landscapes for People, Food and Nature Initiative report additional ILM activities.

THE LANDSCAPES FOR PEOPLE, FOOD AND NATURE INITIATIVE

Partnership management is a core competency of EcoAgriculture Partners. We founded and now serve as the secretariat for a partnership with high potential impact called The Landscapes for People, Food and Nature (LPFN) Initiative. The Initiative is a worldwide network of more than 60 conservation, development, and agriculture organizations who champion integrated landscape management.

The Initiative is designed to link and add value to the many landscape initiatives and networks already in place, and to coordinate action to improve the enabling environment for integrated landscape management. The Initiative aims to realize six outcomes:

- Multi-stakeholder landscape initiatives are strengthened.
- National and sub-national policies support integrated landscapes.
- Business leaders incorporate integrated landscape approaches in their business models.
- Financing is expanded for integrated landscape investment.
- Science and knowledge systems support integrated landscape initiatives.
- Key stakeholders are aware of the benefits of integrated landscapes.



peoplefoodandnature.org



PREPARING ECOAG FOR THE TASK



BUILDING ON OUR STRENGTHS

Our successes in our first decade were built by talented, dedicated staff working under constantly changing conditions, as our funding increased, the global understanding of landscape approaches developed, and our partner network expanded dramatically. We have been dynamic, opportunistic, and open to a wide variety of challenges and opportunities. This dynamism, paired with strong reflection and evaluation, has allowed us to identify and hone our strengths. We have found that we excel at being:

- Thought leaders for new ideas and new tools;
- Facilitators of collaborative action;
- Expert consultants for outside organizations;
- Strategic planners for achieving ILM implementation at scale.

Each of these modes, or “core processes” requires specific procedures, capacities, relationship management approaches and organizational support. We recognize, however, key elements that support our success across all four cores. Specifically, we will focus on building **dynamic and flexible teams**; **strong senior leadership**; and **making strategic and creative investments in our human resources**. We will need a **clear-eyed and adaptive approach to risk management** to ensure success. Finally, we must **enhance our funding model** so that EcoAgriculture Partners can be responsive to new opportunities to provide integrated landscape management solutions where they are needed most.

TO IMPLEMENT

this ambitious plan for the coming decade will require a well-organized institution with highly effective, diverse, and talented staff. Our success will depend on our ability to remain committed to our mission and vision, and skillful at our core processes, while we grow our team, expand our capabilities, embrace new technologies, and strengthen our management and oversight. We will continuously develop the leadership, skills and knowledge of our team members, in an atmosphere that encourages and rewards intellectual honesty, openness, and continual improvement.

FLEXIBILITY AND ACCOUNTABILITY THROUGH DYNAMIC TEAMWORK

EcoAgriculture Partners, under its previous strategic plan, was organized according to three program areas: 1) Landscapes and Leaders, 2) Policy, and 3) Research. New staff were hired beneath each program, and expertise in our core processes became clustered in each program. It is clear, however, that to achieve our strategic vision, all core processes must be more widely and strategically available to projects across the organization. Critically, we have recognized that research findings were not formally communicated to landscape strengthening project leaders, creating missed opportunities to test or implement the newest innovations. Meanwhile, we have seen the benefits of increased project management responsibility, and accountability, resting with a wider number of employees.

Our projects will be implemented by teams that may last from just a few months to several years. Individual staff will be members of multiple teams, based on their expertise and project needs. This will facilitate interdisciplinary perspectives in our work, and enable staff to apply and develop their expertise across the spectrum from analysis to landscape practice to enabling institutions. Team Leaders will manage these projects, with senior leadership providing mentoring and support for quality assurance and effective project management.

Therefore, under this new 10-year strategic vision, we are committed to:

- **Developing a more systematic model for project oversight and accountability** utilizing strategically selected project teams, selected to maximize staff expertise, rather than based on program-assigned roles.
- **Equipping our staff with excellent project management tools** and developing staff capacity for project management.
- **Providing quality training** for staff in the intricacies of team-based work.
- **Recruiting talented team leaders** and high-quality experts who are excited about the challenges and benefits of highly-developed teamwork.

VALUABLE AND COST EFFECTIVE SENIOR LEADERSHIP

Our senior leaders are leading experts in our field. They are experienced, passionate, and knowledgeable. But their formal training is not in staff or organization management. To achieve the ambitious goals of our ten-year strategic vision, we'll need to recruit and develop senior leadership skilled at organizational governance, staff development, and business operations, to allow our expert senior staff to focus on what they do best: analyzing, innovating, and advocating integrated landscape approaches.

Therefore, under this new 10-year strategic vision, we are committed to:

- **Further strengthening and focusing the current Senior Leadership Team's** responsibilities. In addition to supporting project teams, these responsibilities will include: tracking and coordinating program activities; overseeing organizational management; assuming organizational leadership for specific themes; and tracking progress on Strategic Plan outcomes.
- **Adding a Chief Operations Officer** or similar to focus full-time on organizational operations, work process, and staff recruiting and development.

Chief
Operations
Officer
recruited



CREATIVE INVESTMENT IN OUR HUMAN RESOURCES

EcoAgriculture Partners is fortunate to have an excellent, field-experienced, highly organized and productive staff, with background in cross-sectoral analysis and application, high emotional intelligence and an affinity for team and collaborative process. Nonetheless, there are areas where we need to improve staff capacity through recruitment, training or organized learning-by-doing. Meanwhile, with our transition to a team-based structure, staff capacity for project management, teamwork, and quality control are more critical than ever.

At the close of our previous strategic plan, we employed 15 full-time equivalent staff. Staff size, however, fluctuated considerably during the plan period 2011-2014. We are committed to strengthening staff management systems to ensure stability, continuity and quality in our work. To achieve our strategic vision will require recruiting and retaining top talent as we grow the organization, continuously developing staff capacities, and providing clear opportunities for professional advancement within the organization for our highest-achieving employees.

Grow staff by
50%

Therefore, under this new 10-year strategic vision, we are committed to:

- **Retaining excellent staff** through promotions, salary increases and exciting career opportunities.
- **Increasing full-time equivalent staff size by 50 percent** specifically to increase our capacities and expertise in the following: agroecology systems, policy analysis, digital content management, program support, and grant management.
- **Increasing revenue by 60 percent to support the 50 percent increase in FTE equivalent staff by 2017.** A significant portion of the organization's revenue goes to fund our staff given that as a research, capacity-building and advocacy organization our operations are highly human-resource intensive.
- **Attaining a 45 percent staff-to-expenditure ratio**—a level that is sustainable yet appropriate for our type of organization—down from 58 percent at the end of 2014.
- **Systematically addressing staff knowledge and capacity gaps** with strategic hires, paid trainings and staff development events, and clearly organized and well-supervised on-the-job training.
- **Accessing specialized expertise and 'surge capacity'** through dedicated part-time fellows and trusted consultants who understand our approach and methods.
- **Recruiting, developing and maintaining pro-bono professional** relationships for legal expertise, fund-raising, and organizational development.

MANAGING RISKS

We will not achieve the goals and vision set out in this plan if we do not account for, and manage, the many risks, both external and internal, that we face. We have identified seven key risks and specific actions we will take to mitigate them.

Unattained financial resources. The biggest risk for EcoAgriculture is an imbalance between our ambitions and available funding resources. Currently we remain dependent on year-to-year funding. Because we are committed to working in-depth over time in specific landscapes, we are particularly vulnerable to a lack of flexible and multi-year funding. There is an opportunity from growing interest in ILM, particularly in the United Nations system and among some large bilateral donors, but also a risk that economic pressures will reduce available funding, that other priorities will crowd out funding for ILM, or that funders will reduce resources for U.S.-based NGOs.

To mitigate this risk, we need to secure 3-4 large multi-year grants and additional unrestricted funding, as well as ensure that the Landscapes for People, Food and Nature Initiative Secretariat and associated programs are funded. See the section on Enhancing our Funding Model below for our plan to address this major risk.



Inadequate buy-in and leadership from collaborators. Our scaling up strategy is crucially dependent on effective collaboration with partner organizations, particularly at the senior director level where priorities are set and strategic institutional decisions are made. Without active commitments from leadership, it is difficult for lower-level staff to invest in collaborative action with us. To mitigate this risk, we are setting up a senior advisory group for the Landscapes for People, Food and Nature Initiative, and a high-level advisory group for the African Landscapes Action Plan, as well as investing in dialogue with the directors of the Landscapes for People, Food and Nature Initiative co-organizers around how the Initiative could advance their own priority objectives.

Positioning relative to larger organizations moving into the landscape space. As landscape management becomes more mainstreamed, and many large organizations begin to commit staff and resources to ILM research, training, advocacy, and direct support to landscape initiatives, our input may be perceived as marginal or redundant. More politically powerful groups may also seek to promote a different vision and priorities than EcoAgriculture Partners, under the banner of integrated landscape management. To mitigate this risk we need to constantly innovate, test and demonstrate results, stay connected with and track the work of other leaders in the field, and develop high-profile activities that build our reputation as an independent thought leader on landscape approaches, for example a “State of Earth’s Landscapes” report series and a strategic role in the African Landscapes Action Plan. We will also build strong partnerships with selected large organizations to support and learn from their work.

Gaps in staff experience and critical skills. For an organization that makes cross-disciplinary thinking its hallmark, a small staff presents a major risk of losing critical organizational expertise with a single staff departure. It is difficult to have the full range of experience and skills required on staff at any given time. We need to be sure that we do not approach less familiar issues as amateurs. To mitigate this risk, we will invest in staff development; identify external expert advisors, fellows and consultants; and maintain a robust quality assurance system.

Managing challenges of the new team-based system. Our new team-based system puts a lot of responsibility on junior staff, and relies on effective team leadership and processes. If implemented poorly, there is a risk of conflicts over roles and poor coordination. To mitigate this risk, the SLT is putting in place management and quality assurance processes, has begun training on effective teamwork, and is prioritizing team skills and experience in recruitment.

Brand confusion between EcoAgriculture and the Landscapes for People, Food and Nature Initiative. During the launch phase of the Landscapes for People, Food and Nature Initiative, the relationship between the Landscapes for People, Food and Nature Initiative and EcoAgriculture Partners was not always clear. For a while the two remained difficult for both staff and partners to differentiate, as we focused much of our time on Landscapes for People, Food and Nature Initiative activities. We have sought to more systematically distinguish between the two in this strategic plan: by clarifying the value of strategic partnerships like the Initiative to our organizational objectives and by laying out a strategy for engagement that reflects our dual roles as secretariat and co-organizer. However, our central role in the Landscapes for People, Food and Nature Initiative means that our reputation may depend as much on the Initiative’s success as on our own organizational efforts, and there continues to be some internal uncertainty related to branding publications and events. To mitigate this risk we are paying more explicit attention to branding, are continuing to fund-raise for EcoAgriculture Partners activities and to separate our role as the Initiative Secretariat from our collaboration in Landscapes for People, Food and Nature Initiative program activities. We will also encourage leadership on strategy and action from other partners in the Initiative.

Lack of succession planning for senior leadership. The president of EcoAgriculture plans to step down from the presidency during this 10-year Strategic Plan period, and other long-serving senior leadership are likely to retire. This could leave a leadership gap, made more risky because of the common difficulty of transitioning from a founding leader. To mitigate this risk, the senior leadership and Board will develop a succession plan within the next three years, aim to recruit one or two more senior people who could move into to a leadership position, and begin to transition responsibilities within five years.



ENHANCING OUR FUNDING MODEL



WE HAVE GROWN

Funding has been unsteady however, and a lack of multi-year funding has meant high senior staff fundraising effort. Thus, in addition to quantity, our focus will be on improving the quality of revenue that we raise, increasing the versatility and scale of its impact.

We will build on our past successes by maintaining revenue diversity and seeking flexible funding. Therefore, under this new 10-year strategic vision, we are committed to:

- **Securing at least \$10 million** over the next three years for EcoAgriculture Partners through multi-year institutional funding and private core funding.
- **Assisting Landscapes for People, Food and Nature Initiative partners in mobilizing at least \$20 million** in funding, of which \$1.5 million is dedicated to secretariat support and \$6 million is mobilized through EcoAgriculture.
- **Establishing a methodology and system to track changes** in the global (funding) environment as it pertains to our mission, vision and strategy, to enable us to quickly and adroitly respond.
- **Realizing 25% of revenues from unrestricted** funding sources.
- **Generating financial reserves of at least \$500,000** by 2024.

Raise
\$10
MILLION **over**
3 years

ACHIEVING OUR FUNDRAISING GOALS

To get there, we will need to capitalize on our unique advantages and creatively mobilize a variety of resources. In particular, we need to utilize our staff and board resources strategically to capture funding opportunities as they arise. Specifically we will focus on:

- **Mobilizing resources jointly with partners.** We will engage our partners in fundraising efforts that support our mutual and respective goals. These partnership will help us leverage our strategic role for larger impact while improving our financial stability.



- **Utilizing our board for strategic connections to donors.** We will adopt a fundraising strategy with our Board that capitalizes on their years of experience in our field and develops a culture of board support for core funding. We will recruit board members who possess strategic connections and who can provide individual financial support.
- **Encouraging the formation of a landscapes donor advisory group,** or working within existing donor advisory platforms like the Global Donor Platform on Rural Development, to emphasize the value of integrated landscape approaches.
- **Strengthening our donor communications** through increased commitment to staff time for development and outreach, utilizing innovative new platforms and channels of communication, and a robust calendar of direct donor engagement events.

At least
25%
 of funds from
**unrestricted
 sources**





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