

4 Building Partnerships for Landscape Stewardship

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Introduction

Landscape stewardship is one of an array of concepts characterised by an integrated, cross sectoral approach to planning and management (Denier et al. 2015). The aims of landscape stewardship are to simultaneously improve cultural heritage, food production, biodiversity conservation and other landscape values (Plieninger and Bieling, Chapter 1). Policy makers at national and international levels are beginning to recognise the value of partnerships for landscape stewardship for shaping high-level strategies to achieve national Sustainable Development Goals and ensure we live within planetary ecosystem boundaries (Scherr et al. 2015, Thaxton et al. 2015).

A defining feature of landscape stewardship is long-term, intersectoral and multi-stakeholder partnership among different groups of land managers and resource users. Sustaining good landscape stewardship at scale depends on effective partnerships at multiple levels to define priority objectives, mitigate conflicts, minimise trade-offs, identify and pursue potential synergies, mobilise financial resources and policy support and respond to evolving socioeconomic and ecological challenges in the landscape. Those involved in multi-stakeholder partnerships enter into them to realise their own goals in the face of multiple legitimate claims on land and resources by different stakeholders (Brouwer et al. 2015).

This process is not simple and numerous communities of practices have arisen to implement various landscape approaches, albeit with much ‘reinventing the wheel’. Methods and tools have been developed to support partners who come from different perspectives to collaboratively assess their landscapes, negotiate priority objectives, design strategies and interventions, sustain partnership processes and monitor for adaptive management (EcoAgriculture Partners and Cornell University 2008, LPFN 2015a,b, Wageningen UR 2015). Generally, however, trainings, tools and professional education remain siloed into specific disciplines and stakeholder perspectives and there are limited professional development opportunities for landscape partnership leaders.

If these new models of landscape stewardship are to realise their full potential, ensuring quality partnerships must become a priority. Accordingly, it is important to more deliberately define and design partnerships that work for particular socioal-ecological contexts and stakeholder goals. Learning must be streamlined in the core competencies of individuals and institutions to participate in and lead landscape stewardship.

Professional education and trainings need to be reoriented to include skills for cross-stakeholder facilitation.

The importance of partnership in bringing about effective landscape stewardship warrants careful examination of characteristics of good partnerships and effective ways of building them. This chapter contributes to that task by drawing upon pertinent literature and empirical evidence from landscape initiatives to characterise the main elements of a partnership for landscape stewardship and put forward a framework to aid in designing effective partnerships. It then highlights examples of partnership building and performance in practice with different entry points, design characteristics and tools used in their formation and strengthening. From this foundation, the chapter identifies key issues to address and choices to bear in mind, when investing in the expansion and improvement of landscape stewardship partnerships. Finally, the chapter outlines action steps for more fully realising the promising potential of good partnerships in attaining the goals of landscape stewardship.

Towards a Partnership Design Framework for Landscape Stewardship

Partnerships for agriculture and natural resources management have been practised around the world in various forms and sizes for many years. This experience has yielded a substantial literature and practical insight to help identify and illustrate good practice in partnership development and implementation. Between 2012 and 2016, continent-wide surveys of 436 integrated landscape initiatives (ILIs) in Africa, Latin America, Asia and Europe have revealed valuable information (Milder et al. 2013, Estrada-Carmona et al. 2014, García-Martín et al. 2016, Zanzanaini et al., in review). Some or all of the features of integrated landscape management highlighted in Box 4.1 and synonymous with landscape stewardship are evident in the landscape initiatives studied. Our proposed partnership design framework draws upon these sources, together with our direct experience in partnership development for landscape stewardship.

In general, a partnership is a formal or informal agreement between multiple partners focused on accomplishing common aims (Asian Development Bank 2011). These common aims may consist of a single goal, multiple objectives or a dynamic over-arching vision. Partnership formed within or across sectors, is a dynamic ongoing process, in which actors build and restructure relationships to create necessary management structures (Glasbergen 2011). A multi-stakeholder partnership (MSP) serves in practice as a form of governance among partners with different stakes and biases. MSPs, though challenging to manage because of their diversity, allow different groups to address a common problem or advance a shared vision (Brouwer et al. 2015).

Design is critical to a partnership's success and insufficient emphasis on design is often the cause of partnership failure (Pattberg and Widerberg 2014, Bitzer and Glasbergen 2015, Brouwer et al. 2015). A framework is needed to guide the design to meet specific partnerships' needs. While existing literatures provide a sound foundation for considering landscape stewardship partnerships, they do not propose a framework that is sufficiently robust and flexible to guide the development of such partnerships. To help

Box 4.1 Integrated Landscape Management (ILM) (based on Scherr et al. 2014, Denier et al. 2015)

Integrated Landscape Management (ILM) objectives typically encompass three main themes: (1) agricultural production (including livestock and forestry); (2) ecosystem services (including the regulation of water flow and quality, pollination, climate change mitigation and adaptation, as well as the protection of biodiversity, landscape beauty, identity and recreation value); and (3) local livelihoods, human health and wellbeing. The governance structure of a landscape initiative including number and type of stakeholders involved (e.g. private sector, civil society, government) and level of cooperation can vary. Defining features of ILM are:

- (a) Shared or agreed management objectives among stakeholders encompass multiple benefits from the landscape
- (b) Field, farm and forest practices are designed to contribute to multiple objectives, including human wellbeing, food and fibre production, and conservation of biodiversity and ecosystem services
- (c) Ecological, social, and economic interactions among different parts of the landscape are managed to realise positive synergies among interests and actors or to mitigate negative trade-offs
- (d) Collaborative, community-engaged processes for dialogue, planning, negotiating and monitoring decisions are in place and
- (e) Markets and public policies are shaped to achieve the diverse set of landscape objectives and institutional requirements.

fill this gap we propose a partnership design framework that draws on what is widely known and accepted about principles and practices for successful partnership (Fig. 4.1).

Actors

A key determinant of success is the complementarity of partners, who must be drawn from the diverse stakeholder base of the landscape and engaged based on the comparative advantages they provide to the partnership (Sanginga et al. 2007, Kozar et al. 2014, Pattberg and Widerberg 2014). Actors come from across the spectrum of public, private and civic sectors, as well as from all sectors of technical focus. Our surveys of 436 landscape initiatives found an average of nine to eleven stakeholder groups and three to four sectors directly involved in the initiative (Table 4.1). The participation of local stakeholders is critical to any partnership, they are key natural resource management decision-makers and must be included as genuine partners (Shackleton et al. 2009). Key categories of actors for landscape stewardship partnership are identified here.

Local communities. Many landscape stewardship initiatives are spearheaded by community members embedded within the landscapes (Prager 2012, Sobrevila 2008). As the primary land users, local communities have a stake in maintaining their landscape

Table 4.1 Stakeholder participation in integrated landscape initiatives. Sources: Milder et al. 2013, Estrada-Carmona et al. 2014, García-Martin et al. 2016, Zanzanaini et al., in review.

	Sub-Saharan Africa	Latin America and the Caribbean	South and Southeast Asia	Europe
Landscape initiatives surveyed	87	104	174	71
Average # of initiative objectives	8	7	6	8
Average # of stakeholder groups	9	11	11	6
Average # of sectors	3	3	4	4
Participants	National, local and state governments, farmer associations, local NGOs, private business, women’s organisations, independent experts or professionals, national government agencies, universities			

and can serve as dedicated actors. Important community-level groups can include small-scale farmers, local people’s groups, indigenous peoples’ groups and residents.

Producer groups. Commonly organised around agricultural production, producer groups also include resource management groups (e.g. forest, water). Producer groups facilitate access to technology and markets, foster innovation and help ensure sustainable flows and equitable use of local resources. While producer groups’ roles in partnerships often are limited to implementation rather than design, their engagement in a partnership introduces a range of stakeholder types (e.g. landowner, business owner,

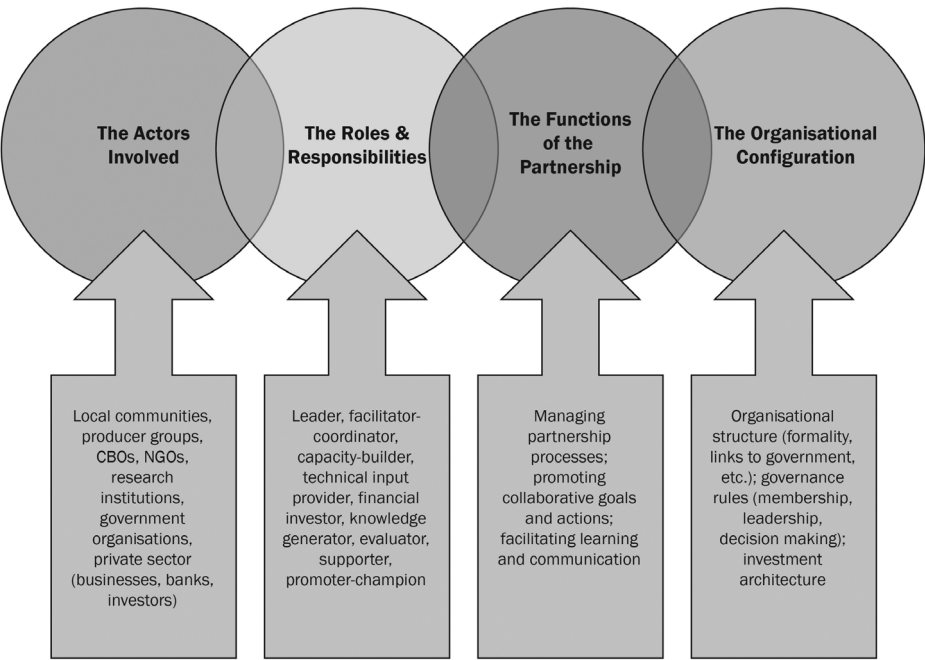


Figure 4.1 Design elements for landscape stewardship partnerships.

citizens) and stands to empower the producers (Primdahl and Kristensen 2011, Hart et al. 2015).

Community-based organisations (CBOs). CBOs are issue-oriented groups that advance the interests of their members. CBOs can focus on a specific sector, a rights-based matter or a community problem. Due to their grassroots nature, CBOs are critical to partnerships as a way of involving and empowering local stakeholders. CBOs often exhibit locally rooted governance structures that have mechanisms for addressing local power imbalances, such as elite capture (Arnall et al. 2013, Kozar et al. 2014).

Non-governmental organisations (NGOs). NGOs are civic organisations that tend to focus on funding, technical and operational support, advocacy or a combination of these activities. They often provide partners with capacity building capabilities and monitoring and evaluation services. NGOs can provide needed support, facilitation or representation of marginalised groups within partnerships (Arnall et al. 2013, Kozar et al. 2014).

Research institutions. Research institutions provide the technical knowledge and capacity for agricultural productivity, natural resources management, livelihood security and more. Increasingly, research institutions are called upon to ground their scientific research with practical, experience-based knowledge. Research institutions do well to provide scientific support to stakeholders in an ongoing process of negotiation towards shared understanding of their problems (Giller et al. 2008, Clark et al. 2011).

Government. More than 90 per cent of integrated landscape initiatives surveyed in the continental reviews included government partners. Government actors, which can be at any level of government, provide partnerships with legal standing, legitimacy, financial resources, sector expertise and help to align public policies and programmes with landscape stewardship partners' goals. Local government actors are particularly important to the success of partnerships for landscape stewardship (Kozar et al. 2014).

Private sector. Private sector actors, particularly businesses that are major users of natural resources themselves or source their products and services from suppliers in the landscape are critical partners for landscape stewardship. They can provide financial support, market legitimacy and business expertise to partnerships. Increasingly, businesses themselves are seeking to mobilise action from other landscape stakeholders to address water, climate and social risks to their business that they cannot address on their own (Kissinger et al. 2014a,b).

Roles of Partners

Roles are the actions and responsibilities of actors in a partnership that help to make it work. Every role in a partnership for landscape stewardship is filled by at least one actor. How these roles are distributed varies depending on the partnership's context and the other actors involved. Multiple actors may play a single role or a single actor may take on multiple roles.

Many members of a partnership for landscape stewardship assume leadership roles, as sustained institutional leadership and collaborative cross-sectoral leadership (Sanginga et al. 2007, McKinney 2008). In this way, landscape partnerships exemplify distributed

leadership, requiring the development of collaborative leadership capabilities in many different actors (Jones et al. 2012, Buck et al. 2014). Distributed leadership requires trust in and respect for all partners and their contributions to the partnership. Leaders vary based on their values and leadership styles and so understanding these qualities of different actors in a partnership is critical to fulfilling the necessary roles. Leadership values required in a partnership include shared responsibility, interdependence, solidarity and reconciliation (Malunga and Banda 2013, Buck et al. 2014). An important leadership value is creativity in clarifying situations, generating ideas, developing solutions and implementing strategies and monitoring plans (Grivas and Puccio 2012, Buck et al. 2014).

Partnership leaders for landscape stewardship take on one or more of the following roles while most effective partnerships for landscape stewardship have multiple actors participating in all of the roles.

Facilitator. This primary co-ordinating role comprises three sub-roles that may be played by different actors. The convener brings actors together, a moderator manages the interactions of the actors while supporting mutual co-learning and a catalyst stimulates actors, pushing them towards innovation (Buck and Scherr 2009, Brouwer et al. 2015).

Technical input provider. Technical actors supply knowhow for collaborative spatial planning, sustainable production, natural resources conservation, inclusive value chains, nutritional security, governance, cultural heritage, monitoring and/or other technical specialties required (Milder et al. 2014). Technical input can derive from both scientific and cultural sources.

Capacity builder. The responsibility of the capacity builder is to train actors and support knowledge sharing between actors with different experience and expertise. Capacity development is key to enabling local partners to realise their full potential in partnerships and the benefits from engaging (Pattberg and Widerberg 2014).

Financial investor. Funding for the partnership is provided through the financial investor, ensuring financial sustainability either through its own resources or fundraising efforts. The financial investor understands how landscape initiatives find the financial support they need to get started, maintain operations and improve outcomes (Shames et al. 2014). Often they are looked to for guiding collaborative fundraising and ensuring funds are distributed to partners effectively and fairly.

Evaluator. This role enables the landscape initiative to document, to self-reflect, and improve by synthesising and sharing results of performance reviews and evaluations as input into continuous adaptive management.

Promoter-champion. This role allows the initiative to promote itself to stakeholders and outsiders who may become supporters. Advocacy and strategic communication are key processes by which the promoter-champion role is fulfilled.

Collaborator. Collaborators may provide inputs to visioning and action planning, make commitments to specific actions and follow-up, play supporting roles in communication or provide political support without being leaders of the ILI. Similarly, businesses may agree to align with the landscape vision and plans, without playing very intensive roles in landscape partnerships processes.

Functions of the Landscape Partnership

Landscape partnerships have three main types of functions: Partnership management functions that enable collaborative planning and action, the resulting collaborative (or co-ordinated) programmes and investments, learning and communication among the partners and with the larger landscape communities.

Partnership management functions. Management functions include partnership building and conflict resolution, joint spatial analysis at a landscape scale, collaborative planning, negotiating rights and responsibilities, organising research and monitoring of landscape processes, collaborative resource mobilisation, enhancing capacity for understanding landscape processes and multiple stakeholder interests and efforts to remove policy barriers and open new market opportunities. These activities serve to change perceptions, incentives, decision-making processes and institutional effectiveness, in ways that lead stakeholders to modify their direct interventions and investments in the landscapes to achieve agreed goals (Scherr and Heiner 2016).

Agreed goals for collaborative action. Partnerships for landscape stewardship can emerge from a variety of concerns (e.g. conservation challenge, sustainability of agricultural commodity production, livelihoods and food security), but when landscape-level action requires the involvement of a multitude of stakeholders, the objectives typically expand to address the central concerns of involved stakeholders. Of the 436 landscape initiatives surveyed, all invested in sustainable production, ecosystem management, livelihoods and institutions. Table 4.2 shows the diverse areas of investment focus and reported achievements.

Individual stakeholder groups' tendency to focus their partnership involvement on solving a single problem can limit their thinking. Partnerships therefore should be structured around stakeholder's strengths, ambitions and goals to unlock creativity and innovation (Brouwer et al. 2015). Connected to this notion is the prerequisite of a clear, shared vision for landscape stewardship (Franks and Emery 2013). Developing the vision requires first a shared understanding (if not agreement) of the issues and the negotiation of clear objectives for collaborative action. This will typically include specific actions committed to by specific stakeholders to align with the plan, agreements for cross-stakeholder action, agreement for joint advocacy for new policies or establishment of joint efforts to advance a market innovation.

Learning and communication functions. Partnerships should be designed as intentional and continual learning processes (Gray and Stites 2013). As virtually all landscape partnerships have learning, innovation and knowledge sharing functions in common, it is useful to overtly design knowledge partnerships as part of a larger learning network (Asian Development Bank 2011).

Partnerships for landscape stewardship are complex, dynamic, social processes. They are based on adaptive co-learning and often designed specifically to stimulate innovation. A primary function of partnerships is to identify, promote, share and scale-up these innovations. This is accomplished in part through employing tools to effectively facilitate learning, planning and action in ways that strengthen the partnership. Partnerships also must manage conflict among members and address power imbalances, often

Table 4.2 Areas of investment and achievements by integrated landscape initiatives on four continents. Sources: Milder et al. 2013, Estrada-Carmona et al. 2014, Garcia-Martín et al. 2016, Zanzanaini et al., in review.

	Continent			
	Sub-Saharan Africa	South and Southeast Asia	Latin America and the Caribbean	Europe
Areas of investment by landscape initiatives				
Total # of integrated landscape initiatives (ILIs)	87	166	104	71
ILIs that invested in one or more areas of agriculture (per cent)	97.0	89.2	95.2	81.7
Agriculture ILIs that invested in agriculture and saw results (per cent)	73.8	62.8	79.0	49.6
ILIs with increases in yield (per cent)	46.0	27.7	36.5	Not asked
ILIs with increases in profitability (per cent)	33.3	31.9	35.6	Not asked
ILIs with reduced environmental impacts (per cent)	44.8	34.3	53.8	32.4
ILIs that invested in one or more areas of conservation (per cent)	93.1	93.0	84.6	84.5
Conservation ILIs that invested in conservation and saw results (per cent)	84.0	79.9	93.0	59.1
ILIs with improved biodiversity protection (per cent)	58.6	52.4	63.5	46.5
ILIs with improved water quality and regularity (per cent)	33.3	31.3	40.4	32.4
ILIs that invested in one or more areas of livelihoods (per cent)	89.7	91.0	93.3	81.7
Livelihoods ILIs that invested in livelihood improvements and saw results (per cent)	79.5	75.5	74.0	53.8
ILIs with improved food security (per cent)	52.9	41.6	40.4	11.3
ILIs with higher income for low-income households (per cent)	52.9	57.8	50.0	5.6
ILIs that invested in one or more areas of institutions (per cent)	94.3	94.6	91.3	94.4
Institutional ILIs that invested in institution strengthening and saw results (per cent)	93.9	91.7	100.0	81.4
ILIs that improved co-ordination between stakeholders (per cent)	77.0	78.3	79.8	67.6
ILIs that saw greater empowerment of women (per cent)	51.7	50.0	52.3	8.5
ILIs that preserved/used indigenous and local knowledge (per cent)	42.5	53.0	64.4	45.1

by encouraging participation of diverse and traditionally underrepresented groups (e.g. minorities, women and youth). Another key function of a landscape stewardship partnership is as informant and communicator of new issues, government policies, opportunities, threats and techniques. Strong partnerships also engage in advocacy to gain policy



Figure 4.2 Cycle of adaptive collaborative management (ACM) for partners in landscape stewardship.

and market support to better enable stewardship initiatives to realise their objectives. Finally, a partnership's capacity to stimulate investment and financial support for the landscape is a critical function for ensuring the evolution and sustainability of effective stewardship practice.

The functions of landscape stewardship partnerships are dynamic, tending to progress, as the partnership does, through a cycle of adaptive planning, collaborative action and reflective monitoring, with each phase informing the others (Brouwer et al. 2015). In this design framework, the dynamic process of partnership development and functionality is usefully depicted by the adaptive collaborative management (ACM) cycle in Fig. 4.2.

ACM is an ongoing multi-stakeholder process that progresses through the main functions of understanding the state of the landscape, negotiating desired outcomes, designing interventions and developing action plans, implementing action plans, and evaluating progress and changes in the state of the landscape (Hart et al. 2010, Buck et al. 2014).

Organisational Configuration of the Partnership

The configuration of a partnership for landscape stewardship is how actors organise themselves to perform the diverse roles needed to realise the objectives for the landscape (Kozar et al. 2014). The organisational requirements depend upon the functions the platform is expected to play (e.g. knowledge sharing may be accomplished through informal arrangements; co-financing of investments may require various legal structures). Key design elements include: organisational structure, governance rules and funding of partnership enabling investments.

Organisational structure. Institutional arrangements of landscape partnerships can vary widely. Some partnerships are represented by a single lead institution, while others

may have multiple lead organisations taking different roles in different situations. These arrangements can also take different levels of formality and structure.

Landscape stewardship most commonly involves public-private-civic partnerships (PPCPs), connecting governments to businesses to communities. As with public-private partnerships (PPPs) more broadly, these may be used for a wide array of objectives, including policy advocacy, service delivery, implementing infrastructure projects and capacity building (Brinkerhoff and Brinkerhoff 2011). Partnerships between public and private sectors around infrastructure or capital investment projects are usually based on legally enforceable contracts (Poulton and Macartney 2012).

Some partnerships form legal entities with rights and responsibilities. Partnerships also can be more informal, such as policy networks or voluntary co-operative agreements between public, private and civic entities (Bäckstrand 2006, Brinkerhoff and Brinkerhoff 2011). Partnerships may be highly structured through rules and regulations or dynamic and unstructured in their processes. Partnerships for landscape stewardship evolve based on how they meet new challenges over time, with new partners joining and former partners taking on different roles and levels of involvement.

Landscape stewardship partners commonly organise initially around partnership platforms. These are forums for bringing together different stakeholders to learn, to identify solutions to common problems and eventually to achieve common goals through joint action. Various referred to as knowledge platforms, learning platforms or multi-stakeholder platforms among others, the concept of innovation platform captures pertinent features, ideals and practitioner-oriented literature for the partnership platforms needed in landscape stewardship (Tui et al. 2013).

Governance rules. Regardless of the institutional configuration, partners need to decide on the governance processes that the platform will follow. Membership rules determine how new stakeholder groups are brought in, who are legitimate representatives of stakeholder groups and how they are selected. Rules need to be agreed about how leaders are chosen, what roles are legitimate and how they are accountable to the partners. Rules need to address how decisions will be agreed, for example, by consensus or majority vote and by what rules meetings will be run. Partners need to consider how they will evaluate the effectiveness of their work as a platform.

Funding of partnership enabling investments. How funding is structured to support the functions of the partnership is crucial to successful planning, implementation and sustaining of landscape stewardship over time. Convenings, commissioned studies, harmonisation of regulations across sectors, negotiating to resolve conflicting priorities, monitoring progress and mobilising investments all involve real costs in terms of personnel, travel and materials. Determining how those costs will be shared among the partners, the role of funding by external actors and any rights or privileges afforded to funding organisations need to be developed.

Partnership Design Process

Approaching the design of landscape stewardship partnerships with the four key elements of a partnership framework in mind should help to systematically decide which

organisations should be involved to advance the aims of a particular stewardship initiative (actors), what the respective organisations should be expected to do in order to build and strengthen the partnership (roles), how the partners can best organise themselves to fulfil their various roles and responsibilities (organisational configurations) and how partners can prioritise and prepare to perform the key functions required to build and strengthen a partnership (functionality) that can realise the multiple aims of landscape stewardship.

When each of the relevant elements of the partnership is in place we can say that the partnership is coherent, fully formed and functional. An important way of building coherence is to capture synergies across the four design elements by investing time, knowhow and financial resources in activity that simultaneously optimises the choice of actors, the specification of roles, the working relationships among organisations engaged and the functions that the partnership is tasked to perform to realise the aims of landscape stewardship.

Partnerships may develop through quite different processes, sometimes organically and sometimes through a structured process. In some cases, prospective partners who have not worked together in any collaborative way in the past (or who may even have been antagonists) come together – in response to the leadership of individuals in the organisations or to an external provocation – with a clean slate to design and build a new landscape stewardship partnership. More often, new partnerships are building on previous relationships, adding members, changing roles and thus may require considerable refinement. The framework can be used with existing partners to assess the strengths and limitations of either formative or well-established partnerships in order to improve them.

The dynamic nature of landscape stewardship partnerships ensures that frequently, moments will arise, when needs and opportunities for change are recognised. When they do, for example when potential benefits from engaging a new type of organisation becomes apparent, the partnership design framework can help orient a partnership improvement team to systematically consider options for action that will build synergies across the design elements. Thoughtful examination of each option for action along the partnership design framework can improve the efficiency, reach, impact and sustainability of the partnership.

Landscape Stewardship Partnerships in Practice

This section highlights three examples of partnerships for landscape stewardship. The examples illustrate a spectrum of partnership models for landscape stewardship. While all three were formed around environmental conservation challenges the resulting partnerships assumed quite different characteristics.

Public-Private-Civic Partnership in Lake Naivasha Basin, Kenya

The Lake Naivasha Basin encompasses about thirty-four hundred square kilometres including upper, middle and lower water catchment areas that feed into the lake. The

basin has been designated as a Wetland of International Importance and as an Important Bird and Biodiversity Area. Economic growth from irrigated horticulture and floriculture and geothermal energy generation contributed to a population boom over the past thirty years (Imarisha Naivasha 2012). Water scarcity challenges have arisen from high-level water extraction (especially by commercial floriculture and horticulture), degradation of upstream water catchments, reduced ground water recharge and extended droughts related to climate change.

The Imarisha Naivasha Program and Management Board were created in 2011 through an official gazette and mandated to undertake several specific functions to address unsustainable watershed management in the basin (Imarisha Naivasha 2012). Broadly, the functions of the board include co-ordinating the activities of the various stakeholders engaged in the conservation of the basin, monitoring compliance with laws and regulations, developing and enforcing local codes of conduct and developing and executing a trust to receive and manage financial resources for the conservation of the basin (Heiner et al. 2016). As such, the board plays several roles in the partnership, including facilitator, capacity builder and evaluator and to some degree, a direct financier of activities. The Government of Kenya and key UK retailers also play significant roles as financial investors and high-level supporters, together providing about 90 per cent of Imarisha's current operating budget (Mbogo, personal communication, 2015).

Imarisha Naivasha is organised as a public-private-civic partnership led by the Government of Kenya's former Office of the Prime Minister and supported by HRH Prince of Wales' International Sustainability Unit (ISU). The partnership brought together critical private sector actors from four UK floriculture and horticulture retailers whose companies depend heavily on the Lake Naivasha Basin, which accounts for over 70 per cent of Kenya's cut flower exports (Imarisha Naivasha 2012). The multi-stakeholder management board is composed of representatives of key government ministries, other commercial flower growers, community-based natural resource management units, pastoralists and civil society organisations that operate within the basin. An array of additional stakeholders, including universities, international and domestic NGOs and international governments are informally associated with the partnership through participatory visioning, financing and research and monitoring activities (Imarisha Naivasha 2012, Fig. 4.3).

An important tool to help reinforce this partnership of diverse stakeholders is a multi-sectoral Sustainable Development Action Plan (SDAP), which guides Imarisha Naivasha's and other actors' activities from 2012 to 2017. The SDAP was created through a highly participatory process, including many consultative meetings with stakeholders across the basin. Additionally, the partnership is strengthened by Imarisha Naivasha's central role in the co-ordination and aggregation of financing whereby funds from various sources are pooled together in their trust fund, which finances small development projects that align with the SDAP as well as recurrent operational expenses. Although a significant amount of funding for activities does not flow directly through the Imarisha Naivasha trust fund, the activities are co-ordinated by Imarisha Naivasha to ensure that they align with SDAP goals.



Figure 4.3 Imarisha Naivasha stakeholders reflect on the status of the lake. Photo: EcoAgriculture Partners.

Brazil's Atlantic Forest Restoration Pact (PACT)

Brazil's Atlantic forest is one of the highest priority regions for conservation in the world. The forest supplies crucial environmental services on which much of the regional economy depends. However, because of past land clearing for commercial agriculture and human settlements, less than 15 per cent of the original forest remains intact. Large-scale forest and ecosystem restoration is required to maintain these 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), commonly known as the PACT partnership and formally established in 2009, was spearheaded by a small group of international environmental NGOs that facilitated a larger group of conservation organisations, 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 and implementation strategies. Working groups composed of staff from several of the founding institutions were established to undertake priority activities and generate the first outcomes of the PACT, thereby establishing a credible track record (Fig. 4.4). The PACT prepared media



Figure 4.4 Meeting organised by the PACT in Campinas to develop the Monitoring Framework and Protocol. Photo: Atlantic Forest Restoration Pact/Miguel Calmon.

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 organisations, including farmer and community organisations, which collectively promote, facilitate and carry out restoration projects across seventeen Brazilian states. PACT is governed by a central steering committee, which includes representatives from research institutions, the private and public sectors and NGOs, an executive secretariat and five working groups. Partner organisations fall into two broad categories: supporting partners, who are not directly involved in restoration projects, but provide expertise and funding and executive partners, who execute restoration projects according to agreed frameworks.

Important tools for guiding the PACT partnership and its activity are theoretical-conceptual, legal and technological frameworks, which are continuously disseminated and assimilated by partners. The frameworks operate effectively as governance instruments, which are used in addition to traditional instruments, such as secretariat and activity co-ordination units. Investment in ongoing collaborative learning and capacity development helps ensure that the partnership network remains vital and able to attract new partners and sources of financial support (Calmon et al. 2011, Pinto et al. 2014).

Model Forest Network Partnerships for Cross-Landscape Knowledge Sharing

Model forests are landscape-level initiatives focused on people working together voluntarily in partnership towards a common vision for sustainable human development where forest ecosystems play an important role. The RIABM (Ibero-American Model Forest Network) links twenty-nine landscapes ('territories') and fifteen member countries across the Caribbean, Latin America and Spain with the aim to be a regional benchmark for the sustainable management of forest-based landscapes. The network is a voluntary partnership between local Model Forests backed by government representatives from each member country. RIABM facilitates dynamic learning rooted in local leadership and forest culture.

Member model forests strive to develop socially-based, participatory and inclusive platforms which operate locally at the landscape-level from the bottom-up. The diversity of landscapes and actors in the network are linked through a common language of shared principles, one of which is learning through knowledge sharing, capacity-building and networking.

Model Forests partnerships are multi-sectoral, multi-disciplinary and multi-organisational, including government bodies, NGOs, private sector, indigenous peoples and migrant communities. Respect for diversity is at the basis of the network's approach, including diversity of landscape types as well as diversity of stakeholders, members and partners. People and groups who participate voluntarily in the landscape management and learning process include forestry workers, scholars, activists, scientists, technicians, mayors, policy makers, indigenous groups, industry representatives, community leaders and others. RIABM also promotes diversity of activities, attending to a broad spectrum of priorities and needs in landscape stewardship.

The regional Ibero-American Model Forest Network is tied to the International Model Forest Network which operates as a voluntary community of practice governed by a charter and a secretariat that assumes co-ordination of development and financial support roles in the network. From its beginning in Canada in the early 1990s Model Forests promoted the formation of partnerships to provide neutral forums where a range of values and interests could be represented and experimentation with new ideas under a common goal of sustainable development could occur. Each site is intended to be a 'model' from which others can learn and advance their sustainability goals. Within the Model Forest partnership framework considerable autonomy and diversity is encouraged regarding the specific actors, roles and configurations needed to undertake the integrated forest landscape management functions common to the diverse regional networks.

In addition to diversity RIABM attributes its successful cross-landscape knowledge exchange activities to credibility, visibility and impact, academic representation, fluid and constant internal communications, no impositions from above, no hierarchy, voluntary action only and a personable approach to communications and interactions. Leaders in RIABM consider the most basic ingredients may be the hard work, commitment and patience that bring about effective bonds, networks, links and relationships over time. Recognising that networks do not become operational in one day, but rather over time through a process of identification with one another through which the network becomes

valuable, leaders focus on building communities of people around shared democratic values over time (Lorenzo et al. 2014).

Applying the Design Framework for Landscape Partnerships

Partnership is central to landscape stewardship. Landscape stewardship depends on partnership for harmonising the interests of diverse stakeholders in a landscape and harnessing their multiple capacities to develop and implement viable stewardship strategies. Without good partnership the aims of landscape stewardship are not achievable. While efforts to develop partnerships to support landscape stewardship are widely evident, experience indicates limited efficacy and understanding, building and maintaining partnerships that work is extraordinarily complex. The partnership design framework is offered as a tool to help come to terms with the complexity of this process by thinking strategically about building partnerships that work.

In applying the framework a learning focus will be useful with the aim to expand action learning around partnerships. Trying out new elements in a landscape partnership model incrementally, observing how they work and reflecting on the outcome can accelerate learning with limited risk of investing in partnership elements that do not serve the needs of stakeholders in the landscape.

It is valuable also to consider models of decision-support for landscape partnership, with the aim to shift to negotiation support based on information generation that helps all partners to work better, together. Negotiation support for decision making helps enable a co-leadership approach to building a landscape stewardship platform, where a spectrum of partners feel a sense of belonging, ownership and responsibility. Investing in co-leadership training in which the proposed partnership design framework is employed as a heuristic device can serve both to stimulate strategic, innovative thinking about partnerships for particular landscapes and to further elaborate and specify the framework for application in real situations.

A variety of additional tools is available for helping to build and strengthen partnerships for landscape stewardship. The partnership examples in this chapter highlight a few, while others are described in source documents and still others are being invented. Indeed, the recent explosion of interest and investment in ‘landscape approaches’ has unleashed a plethora of tools to support landscape stewardship, often utilising such tools to implement activities in landscapes can stimulate and strengthen partnerships.

While tools are proliferating, capacities to choose and use them wisely are not keeping up. The authors recognise an increasingly urgent and expanding need for technical facilitation training to support landscape partnership development that includes building and using tools and mechanisms that partners need. Investing jointly in the improvement of partnership development tools and capacities will help to institutionalise ongoing learning around partnership building.

To address the exploding need for improved capacities for landscape stewardship, partners in the international Landscapes for People, Food and Nature Initiative¹ are

¹ <http://www.peoplefoodandnature.org>.

setting up national ‘learning networks’ for landscape leaders in Kenya, Ethiopia, Tanzania, Brazil and other countries, developing a ‘Landscape Academy’ (without walls) in Africa, and working with universities to strengthen curricula for landscape stewardship. National, regional and international co-operation in the development of such landscape partnership programmes could greatly enhance landscape stewardship worldwide. Similarly, knowledge sharing partnerships could be nested within networks and communities of practice at the landscape level, the national level and the international level (as, for example, the International Model Forest Network).

Whither Landscape Stewardship Partnerships? Towards a New Research Agenda

Developing a coherent framework for designing and evaluating landscape stewardship partnerships will help the research and development communities to undertake more systematic comparative analyses of existing landscape partnerships and relate the set of actors, roles, configurations and functions to achieving the outcomes that the partners seek. The results of these analyses can be turned into more focused guidance and training materials for landscape leaders and partners working in different contexts.

However, our review raises broader issues about the direction of landscape partnerships. The accelerating pressures on the natural resource base from growing populations and economies are motivating fundamental rethinking of natural resource governance. The limitations of existing government mechanisms to address complex and interdependent natural resource challenges – sectorally siloed organisations of agency responsibilities, unclear and conflicting land and resource tenure rules, weak co-ordination with private sector investments, limited capacity to adapt to local context and local stakeholder needs and limited capacity to implement regulatory oversight – have fueled the proliferation of multi-stakeholder landscape stewardship initiatives. The diversity of landscape partnership models reflects the idiosyncratic nature of independent innovation in diverse local contexts.

But are these landscape partnerships a stable institutional solution to the weaknesses of government-led management in an environment of growing threats to the resource base from degradation, over-exploitation and climate change?

Proponents argue that the complexity of resource management in today’s world, where privately-owned resources are critical to the provision of ecosystem services that the public needs, means that no institution, including government, has sufficient capacity or authority to manage them effectively. If so, then much more systematic efforts are needed to institutionalise support for these partnerships, including technical and training support for leaders and partnership platforms, financing of activities, and full legitimacy within formal resource governance processes. Discourse and action to provide this supportive framework is critical to develop.

Alternatively, might landscape partnerships be an intermediary form where experimentation can be undertaken towards a new formal system of resource governance? In major regions of some countries (e.g. Ethiopian highlands, southeast Mexico), national, state and local governments are jointly beginning to re-evaluate their processes,

regulations, agency relationships, citizen consultation mechanisms and policy frameworks to better address overlapping demands on natural resources from different stakeholders and interactions between different resources within the same landscapes. Will adequate formal governance systems emerge? Where this is so, will informal landscape partnerships continue to play a role? As countries around the world, both wealthy and poor, seek to implement the UN Sustainable Development Goals, with their imperative to incorporate environmental sustainability into inclusive development processes, the role of landscape partnership is becoming a central question of implementation. The institutional features of landscape partnership, in relation to overall resource governance, deserves far more research.

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