

ECOAG

TOOLS FOR IMPLEMENTING INTEGRATED LANDSCAPE MANAGEMENT

NOVEMBER 2018



ABOUT US

EcoAgriculture Partners is the world's leading champion of integrated landscape management (ILM), a collaborative, place-based, locally-led process for improving conservation, agriculture, and livelihoods simultaneously. We have more than 15 years of experience studying and promoting this process, developing tools for landscape managers, and building the capacity of international, national and local organizations and governments to conduct and support it. In 2008, we convened the Landscape Measures Initiative, a global partnership of researchers and practitioners that produced the Landscape Measures Resources Center: a set of systematic guidance and tools for developing integrated, multi-objective, place-based M&E systems. In 2012, we convened, and now serve as secretariat for, the Landscapes for People, Food and Nature Initiative, a global partnership of conservation and development organizations devoted to strengthening the implementation of ILM through knowledge-sharing, collaborative research, and advocacy. More recently we have pioneered support for landscape initiatives to match their action plans with financial plans, and turn their planned interventions into investable projects, through a comprehensive toolset called LIFT, the Landscape Investment and Finance Toolkit.

OUR SUPPORTERS



EcoAgriculture Partners was formed in 2002, inspired by a vision of agricultural landscapes around the world full of thriving people and productive farms that also protect critical watersheds and provide habitat for abundant wildlife. Instead of suffering widespread degradation of lands, forests and wetlands, leading to poverty and climate disruption, these landscapes would capture and store carbon in fertile soils, and in the roots and branches of productive trees, shrubs, grasses and perennial crops. Landscapes would reflect the values, aspirations, history and identity of the people living there. EcoAgriculture continues today to work towards that vision, through research, advisory services, promoting policy and finance innovations, and connecting landscape leaders.

SARA J. SCHERR | PRESIDENT & CEO

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OVERVIEW OF ILM: TOOLS AND GUIDANCE FOR IMPLEMENTING ILM

Collaborative landscape initiatives have demonstrated enormous potential to mobilize stakeholders across sectors to work together towards shared objectives of landscape regeneration that meets a wide range of human needs, economic goals and ecosystem health. However, leading such partnerships is challenging. Perspectives, values, ways of working differ greatly among partners; in many cases there is a legacy of misunderstanding and distrust among them. Explicit strategies and tools are needed to overcome the resulting tendency for conflict and stalemate.

EcoAgriculture's experience over the past 18 years, with over 50 landscape initiatives in more than 20 countries, has enabled us to develop practical tools to facilitate, lubricate and accelerate the basic processes of integrated landscape management (ILM). As shown on page 5, the tools cluster around the five elements of the ILM cycle:

- Build the multi-stakeholder platform/partnership—its members, functions, and governance
- Build a shared understanding among stakeholders about the conditions, trends, challenges and opportunities as they vary spatially across the landscape
- Build a shared long-term vision and specific ambitions for the landscape, and a short term action plan to move towards that vision
- Implement and finance the action plan, and sustain communication among stakeholders
- Track progress of the action plan, which in turn may lead to re-thinking the other elements.

The EcoAgriculture Tools have a number of common features. Most importantly, they are designed to facilitate communication among stakeholders with very different ways of thinking. They encourage partners to learn from, and teach, one another, to provide a 'safe' place to have difficult conversations. Secondly, they encourage tool users to seriously consider the many dimensions of landscapes—production, conservation, livelihoods and institutions. They encourage actors to shift from a mental model of 'trade-offs' to a mental model of 'synergies' among these dimensions. They encourage partners to negotiate their true interests, and not their rote 'positions', to find creative solutions. They encourage rigorous thinking, even if not achieving precision. The tools emphasize methods that enable non-experts and less-educated participants to engage fully, even when inputs to the discussion may need to be developed by specialized experts.



ECOAGRICULTURE PARTNERS

MISSION

To support diverse individuals and organizations at the local, national and international levels to promote sustainable landscapes worldwide



The major issues of sustainability lie in the landscape. Smallholder farmers are on the front lines of the fight against climate change. Together with other landscape stakeholders they need conducive environment and market that reward their efforts and investments. EcoAgriculture Partners is bringing the required know-how to the fore, making available and promoting the knowledge, information and partnership building approaches to achieve that, in a very impactful manner that have exceeded my expectation as a board member.



Luc Gnacadja
Formerly UN Assistant Secretary-General
and Executive Secretary of the UNCCD



EcoAg is a great NGO! Reforestamos Mexico collaborated with EcoAg in organizing a regional Meso American dialogue on Sustainable Landscapes. We realized that what EcoAg is promoting is complementary to our work. We have been developing a regional strategy for strengthening the forest entrepreneurial ecosystem to allow the development of community based forest/landscape enterprises that will end deforestation, promote sustainable forest management and restore the landscape. Our work requires landscape platforms like the ones EcoAg promotes and develops. We are currently developing financial strategies



Ernesto Herrera Guerra
Reforestamos Mexico



EcoAgriculture Partners are global Leaders in the world of sustainable development at landscape scale. For a small organisation, they pack a remarkably large punch. With an extraordinary network, they are setting a very new and ambitious agenda to transform agriculture and beyond that the way we all think about natural resource management.



Paul Chatterton
Landscape Finance Lab - WWF



Ecoagriculture Partners is a fantastic organization that punches far above its weight in terms of impact. They have influenced global dialogues and heavyweight policymakers to think in terms of landscapes, while also maintaining a commitment to farmers and land managers who want to link with other people in their field to learn, share and replicate successes.



Jennifer Nelson
CIMMYT

REVIEWS FROM GREAT NONPROFITS





The tools with circles at the end are summarized in following pages

ILM TOOLS

MULTI-STAKEHOLDER PARTNERSHIPS

- Public-private-civic Partnerships for Sustainable Landscapes: A guide for conveners ●●
- Designing Multi-stakeholder Partnerships: Building partnerships for landscape stewardship ●●
- Primer on Engaging Business in Landscape Partnerships
- Landscape Institution Performance Scorecard

ACTION PLANNING

- Landscape Scenario Modeling ●●
- Spatial Planning and Monitoring of Landscape Interventions: Maps to link people with their landscapes ●●
- Biodiversity and Agricultural Production Practices Toolkit ●●
- Managing for Resilience ●●
- Climate Smart Agriculture Training Program

SHARED UNDERSTANDING

- Assessing Landscape Governance: A participatory approach ●●
- Landscape Performance Scorecard ●●
- Landscape Financials Flows
- Integrated Landscape Assessment Framework

IMPLEMENTATION AND FINANCE

- Landscapes Investment and Finance Toolkit (LIFT) ○○
- Public Policy Guidelines for Integrated Landscape Management ○○
- Smallholder Agricultural Carbon Projects in Eastern Africa
- Landscape Labeling: A marketing approach to support integrated landscape management
- Local Financing Mechanism for Forest and Landscape Restoration
- Payments for Ecosystem Services in Agricultural Landscapes

MONITORING AND EVALUATION

- Guidelines – Participatory Planning, Monitoring and Evaluation of Multi-stakeholder Platforms in Integrated Landscape Initiatives ●●
- Understanding EcoAgriculture: A framework for measuring landscape performance ●●
- A Landscape Perspective on Monitoring & Evaluation for Sustainable Land Management
- Ground-Based Photo-Monitoring of Landscape Changes Arising from Sustainable Land Management Practices
- Spatial Planning and Monitoring of Landscape Interventions: maps to link people with their landscapes
- Sustainable Agriculture Land Management Practices for Climate Change Mitigation
- Landscape Performance Tracking Tool
- Sustainable Landscapes Rating Tool



PUBLIC-PRIVATE-CIVIC PARTNERSHIPS FOR SUSTAINABLE LANDSCAPES: A GUIDE FOR CONVENERS

The aim of this handbook is to provide guidance in developing multi-stakeholder landscape 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. The handbook draws on the practical experience of many landscape initiatives, in developing strategies for the full cycle of MSP organization, landscape assessment, planning, implementation and monitoring 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



Time required: Not Applicable



Expertise required: Post-secondary education, experience related to agriculture, environment, rural development



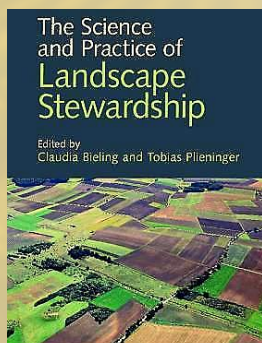
Language available: English, Spanish



User experience: Shared with all EcoAg trainees; adapted by IDH in 11 landscape initiatives, and by Solidaridad and Rikolto in 4 landscapes in Central America



Co-developed with IDH – Sustainable Trade Initiative



DESIGNING MSP: BUILDING PARTNERSHIPS FOR LANDSCAPE STEWARDSHIP

The aims of landscape stewardship are to simultaneously improve cultural heritage, food production, biodiversity conservation and other landscape values. To achieve effective stewardship requires an integrated, cross-sectoral approach to landscape planning and management. This framework elaborates the key elements in designing effective partnerships for landscape stewardship—the actors, roles and responsibilities, functions of the partnership, and organizational configuration—and provides guidance on the process to tailoring the partnership's design to local priorities and context



Time required: Can be introduced in a facilitated half-day session, but the full process of stakeholders assessing and negotiating partnership design based on this platform may take days, weeks or months



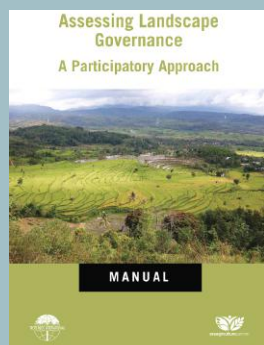
Expertise required: Facilitator or advisor with experience in landscape partnerships



Language available: English



User experience: Widely circulated and used in EcoAg training and workshops



ASSESSING LANDSCAPE GOVERNANCE: A PARTICIPATORY APPROACH

Landscape governance relates to how various interests in the landscape are balanced in decision making and how the rules stimulate the sustainable management of the landscape resources. To achieve sustainable landscape development, it is therefore key to understand how governance processes are organized, and how this influences the decisions and behavior of the actors in the landscape. This tool introduces a method of assessing landscape governance in a participatory way. It involves four criteria: 1) inclusive decision-making in the landscape; 2) culture of collaboration in the landscape; 3) coordination across landscape sectors, levels and actors; and 4) sustainable landscape thinking and action.



Time required: Preparation, 2-days workshop, Report preparation



Expertise required: Skilled facilitator, with some background in governance



Language available: English, Spanish



User experience: Used in about 10 Green Livelihoods Alliance landscapes and is supported by Tropenbos International



Co-developed with Tropenbos International



LANDSCAPE PERFORMANCE SCORECARD

The landscape performance scorecard engages stakeholders in scoring and qualitatively assessing their landscape on the basis of 20 outcome-oriented performance criteria related to conservation, production, livelihood and institutional goals. The data captured in an easy to use excel spreadsheet are displayed in a spider diagram format and used to focus multi-sector discussion on diverse perspectives about the landscapes, needs and ways to improve the landscape, and track change in landscape performance over time.



Time required: Preparation, ½-1 day field trip, ½ day group discussion



Expertise required: Skilled facilitator



Language available: English, Spanish



User experience: First used in 2006 - EcoAg's most widely used tool



LANDSCAPE SCENARIO MODELING

Spatially explicit modeling and scenario tools help stakeholders in integrated landscape initiatives to develop and evaluate alternative strategies to achieve multiple Sustainable Development Goals in their landscape. By clarifying stakeholder ambitions, baseline developments and identifying options for action and investment priorities, the modeling generates a clearer understanding of the trade-offs, synergies, and spatial impacts of proposed interventions at the landscape scale, and strengthen capacity of stakeholder groups for long-term collaborative planning and design.



Time required: A period of 3-6 months, including data collection, two 1-day stakeholder workshops, model adaptation and running scenarios, and reporting



Expertise required: Strong landscape facilitator, collaboration with professional land use modeler



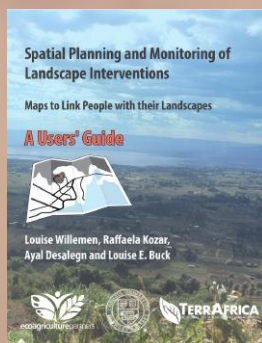
Language available: English, synthesis and one case study available in Spanish



User experience: Tested with Solidaridad in Honduras, IUCN in Tanzania, and A Rocha in Ghana



Co-developed with PBL- Netherlands Environmental Assessment Agency



SPATIAL PLANNING AND MONITORING OF LANDSCAPE INTERVENTIONS

This guide is designed to stimulate the use of maps in cross sectoral collaborations to locate, design and monitor interventions in rural landscapes. The guide presents eight steps to guide key stakeholders through a spatially explicit landscape planning process aimed at integrating goals for agricultural production, biodiversity conservation and livelihood security. The Spatial Planning and Monitoring Guide uses best available maps to facilitate this process by allowing stakeholders to specifically indicate areas where improved landscape benefits should be planned and monitored.



Time required: Not Applicable



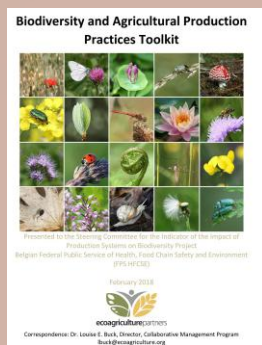
Expertise required: Advisory input expert in land use mapping



Language available: English



User experience: Portions tested by landscape planning platform in Mbeya, Tanzania under leadership Director of Research & Development/Southern Highlands Zone, Ministry of Agriculture, Food Security & Cooperatives /Agric. Research Institute-Uyole.



BIODIVERSITY AND AGRICULTURAL PRODUCTION PRACTICES TOOLKIT

Commercial buyers of agricultural commodities are increasingly interested to ensure that their products are sourced in a way that has positive or at least neutral impacts on wild biodiversity (populations of both plants and animals) and on agrobiodiversity (agricultural species and varieties, and associated soil flora and fauna, pollinators and other. This tool serves as a guide to evaluating sources of agricultural raw materials and enhancing systems of agricultural management that promote wild biodiversity and agrobiodiversity, and realize the many benefits that such systems generate.



Time required: 2 hour interview with supplier knowledgeable about producers and production systems in the landscape, or half to full day workshop with multiple actors



Expertise required: Advisory input from biodiversity expert



Language available: English



User experience: Being field tested



Co-developed with the Government of Belgium



MANAGING FOR RESILIENCE

Resilience is crucial for communities and individuals struggling with chronic and acute food insecurity. They are often more resource-dependent than others, more exposed to resource risks and crises, and have fewer alternatives to fall back on. For these groups, both rural and urban, achieving resilience requires action not only at household, community, and food system scales, but also at landscape scale. This framework shows how programs can strengthen food security and livelihoods, by helping vulnerable communities build socially and ecologically resilient landscapes. The framework highlights a range of concrete strategies to achieve such resilience, illustrated with case examples.



Time required: Not Applicable



Expertise required: Post-secondary education, experience related to agriculture, environment, rural development



Language available: English



User experience: Used by the World Food Programme to inform strategies for post-crisis recovery



LIFT: THE LANDSCAPE INVESTMENT AND FINANCE TOOLKIT

The Landscape Investment and Finance Tool is comprised of a set of modules that help landscape initiatives define, develop and find finance for their landscape investment priorities. The tool guides users through a process to find the types of investors that might be interested in landscape-specific business cases, and develop pitch materials to successfully acquire that finance. The tool helps to identify and develop business models for key priorities; find what kinds of investors inside or outside the landscape might be suitable for those models; and make plans for pursuing deals with those investors.



Time required: 3 to 12 months, depending upon state of landscape action plans and state of enterprise or project business plans



Expertise required: Intended for landscape leaders with diverse background with support from business and finance experts



Language available: English, Spanish



User experience: Used by IUCN NL, Conservation International, Solidaridad and others



Co-developed with IUCN Netherlands



PUBLIC POLICY GUIDELINES FOR INTEGRATED LANDSCAPE MANAGEMENT

Greater understanding of the scale and complexity of drivers of unsustainable resource use has led to a wide variety of global policy initiatives and targets, including the Sustainable Development Goals (SDGs), that seek to achieve sustainable landscapes. However, in most parts of the world, enabling national and sub-national policies for integrated landscape management are not in place. This framework describes eight key sets of enabling policies, with examples, and describes some simple steps that can be taken right away by individual agencies or localities to put in place ILM-friendly policy.



Time required: 1 to 3 months for initial policy stock-taking among relevant institutions



Expertise required: Existing policy expertise in various agencies, plus skilled facilitator in cross-sector analysis and collaborative policy design



Language available: English



User experience: Widely used in landscape leadership training; Government of Ethiopia used in designing landscapes policy



PARTICIPATORY PLANNING, MONITORING AND EVALUATION OF MULTI-STAKEHOLDER PLATFORMS IN INTEGRATED LANDSCAPE INITIATIVES

This guide contains three tools, each with a distinct objective for collaborative development and review, by the partners, of multi-stakeholder landscape platforms. The first aims to identify the priorities for a multi-stakeholder platform in a given landscape. It can be used to look ahead and can function as a starting point for strategic planning of new or renewed collaboration between stakeholders. The second tool looks inward, assessing the quality of the multi-stakeholder process within an existing platform. This can be used to identify ways to improve how the platform operates internally. The objective of the third tool is to look back, assessing the performance of an existing platform by comparing its outcomes to its original objectives.



Time required: 2-day workshop, report



Expertise required: Multi-stakeholder facilitation



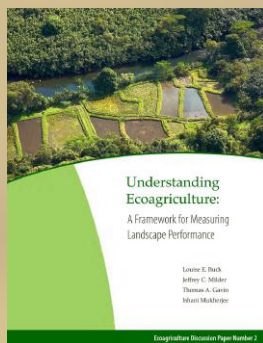
Language available: English, Spanish



User experience: Applied by Tropenbos in Ghana with Green Livelihoods Alliance and a government-led multi-stakeholder platform in E. Kalimantan, Indonesia, and other landscapes



Co-developed with Tropenbos International



UNDERSTANDING ECOAGRICULTURE: A FRAMEWORK FOR MEASURING LANDSCAPE PERFORMANCE

Ecoagriculture, integrating agricultural production and ecosystem management, is already being practiced in hundreds of locations worldwide, with promising results for regions where biodiversity conservation, food production, and poverty alleviation are all high priorities. In particular, given that protected areas alone are often inadequate to conserve unique species and ecosystems, ecoagriculture is a promising approach for accommodating significant biodiversity in the inhabited parts of biodiverse regions. This framework provides an approach to measuring the performance of entire landscapes with respect to the goals of ecoagriculture.



Time required: Not Applicable



Expertise required: Post-secondary education in agriculture, environment, rural development



Language available: English



User experience: Incorporated into M&E systems across Africa, influential, widely used



Co-developed with Cornell University



Most of these tools can be downloaded from EcoAgriculture's website, and basic guidance is provided. EcoAgriculture also offers webinars and training courses, and advisory services for more in-depth guidance and adaptation of the tools to particular contexts. We can also recommend tools that others have developed to fill particular needs. We welcome your feedback on these tools, as we continue to improve and add to them. Please contact us for any further questions.

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