



Frameworks for Integrating Conservation and Development Approaches and Scaling Impact

INSIGHTS FROM CARE-WWF ALLIANCE EXPERIENCE
IN MOZAMBIQUE, TANZANIA AND NEPAL

Louise E. Buck and Sara J. Scherr

May, 2019



Helping People and
the Planet Thrive



Acknowledgments

The authors would like to thank Robert Beasley and Elizabeth Sweitzer who researched CARE-WWF Alliance program documentation, interviewed staff members and drafted text for the learning briefs which provide the basis for this report. Louis Wertz edited and formatted the learning briefs and the report. Althea Skinner and Colleen Farrell provided essential guidance to the study team on behalf of the CARE-WWF Alliance in shaping the learning briefs and report, and mobilized valuable input from the Alliance staff in editing the documents for accuracy.

Table of Contents

Acknowledgments	2
Introduction	4
Framework for integrated conservation and development programming	5
Framework for scaling integrated initiatives	8
Applying Alliance lessons to new contexts	12
Apply Systematic Learning in Mozambique and Tanzania	12
Empower women in Tanzania for inclusive natural resource management	12
Generate sustainable businesses for farmers in Mozambique	13
Expanding the toolbox	14
Use maps for spatially explicit collaborative planning and management	14
Build multi-stakeholder partnerships and platforms	14
Mobilize landscape finance	15
Conclusions	16
Annex A. CARE-WWF Alliance Learning Questions and Learning Briefs	17
Annex B. Individuals Interviewed or Consulted for the CARE-WWF Alliance Learning Briefs	18

Introduction

The CARE-WWF Alliance has been a pioneer in integrating conservation and development programming. Formed in 2008, the global partnership of the World Wildlife Fund (WWF) and CARE aims to empower and positively transform the lives of the poor, while protecting and restoring healthy, resilient ecosystems. During the past ten years, the Alliance has focused on creating positive dynamics between livelihoods and the conservation of natural resources and ecosystems in northern Mozambique, southern Tanzania and two large landscapes in central and eastern Nepal.

In Mozambique, the Alliance has worked in coastal ecosystems where fisheries, mangrove forests and smallholder agriculture form the basis of local livelihood strategies. The Alliance's work in Tanzania has focused primarily on forests and smallholder agriculture systems, and recently has expanded to the Great Ruaha River Basin where livestock herding is mixed with smallholder farming. In Nepal, CARE-WWF has partnered with other international and national organizations in a long-term initiative to build ecosystem resilience and livelihood security for vulnerable populations in the context of climate change in landscapes that host iconic biodiversity. This report synthesizes strategic lessons from the Alliance's recent decade of programming in the three countries, and proposes generic frameworks to help guide future programming.

The report is informed by a set of lessons learned briefs that summarize project experience, evidence and lessons in integrating conservation and development sectors and best practices for scaling. The analysis began with a list of learning questions first developed in 2016 by the Alliance teams in Mozambique, Tanzania and the US. The learning questions were then adapted and validated by the Alliance teams, including Nepal, in 2018. The questions framed the inquiry and informed EcoAgriculture's probing of project experience.

The EcoAgriculture Partners study team reviewed the Alliance project documents and interviewed key informants, mostly staff members, in each country to surface evidence and generate insights for addressing the questions. Annex B lists the individuals who were consulted. From these sources, EcoAgriculture discerned key topics to highlight in thematic briefs about integrated conservation and development interventions. The Alliance guided EcoAgriculture in the choice of country experience to feature in respective briefs, seeking a combination of country-focused case studies and cross-cutting briefs from experience in multiple countries to capture best practices in integrated programming and proven or promising scaling. The learning questions and associated learning briefs are listed in Annex A.

The following two sections of the report offer two frameworks that capture what we have learned about the Alliance's broad approach, the principles that underpin the approach, and the most effective strategies for integration and scaling, respectively. The next section offers recommendations for building on the Alliance's experience to strengthen existing strategies and adapt lessons from one context to strengthen other projects. The final section suggests additional cross-sector integration and scaling strategies and tools that could be incorporated into the Alliance programming.

Framework for integrated conservation and development programming

The Alliance's overarching approach to integrated programming is rooted in the **collaborative, adaptive management of socio-ecological systems**. The approach focuses on integrating ecosystems and livelihoods in conservation and development programming to produce more resilient communities and ecologies. Two key principles guide the Alliance's approach. **Sustainable ecosystem management** emphasizes the maintenance of ecosystem services by conserving and restoring ecosystem structure and function. **Human rights** focusses on non-discrimination, equality and special attention to the needs of marginalized social groups.

As applied in the field, the approach and guiding principles have resulted in six generic integration strategies, which are described in *Table 1*. These integration strategies include (see left-hand column): co-equal conservation and development objectives; multi-scale, multidisciplinary analysis; combined operational systems; implementation in a common geography; cross-sector interventions; and sustainable intensification of production systems. Taken together, these strategies offer a menu of strategic options for integrated conservation and development programming.

Each strategy is further characterized in the table. **What is being integrated** may be goals, analytic perspectives, operations, sectoral interventions or distinct land uses. **When to integrate** refers to key stages in the adaptive collaborative management project cycle. These include *defining* the project scope, objectives and teams; planning and *designing* the project, including a monitoring and evaluation plan; *implementing* the plans; *monitoring outcomes and adapting* approaches; and *capturing and sharing* learning through strategic communications. **Why to use the strategy** refers to desired results: What effects are anticipated from pursuing the strategy? **How the strategy works in practice** refers to actions undertaken: What happens to bring about the desired outcome?

In the table, each integration strategy includes an **example from the field** that highlights a situation in which the strategy has been applied in Nepal, Tanzania and/or Mozambique. Where relevant, the example also refers the reader to a corresponding learning brief for further information.

Table 1. Framework of CARE-WWF Alliance Strategies for Integrating Conservation and Development Programming

Integration strategy	What is being integrated	When to use	Why to use	How integration works in practice	CARE-WWF Alliance example¹
Co-equal conservation and development objectives	Joint goals reflect each sector's values and priorities	Project design	To identify ways to harmonize the needs of people and nature	Open dialogue about distinct values and consensus building on how to uphold both conservation and development values in programming	Work in Mozambique, Tanzania and Nepal demonstrates that socially inclusive and ecologically regenerative approaches add value through a variety of interventions that build social and ecological resilience to climate change and other shocks and stressors (LB #1).
Multi-scale, multidisciplinary analysis	Analytical approaches from different disciplines, linking distinct units of analysis	Project design and adaptive management	To provide a more holistic picture of the problem and potential intervention strategies	Developing common frameworks that account for distinct units of analysis while creating space for cross-sectoral solutions	Scientific and traditional knowledge were married for locating no-take zones in Mozambique. Community and ecosystem assessments were conducted to inform climate adaptation from community to watershed levels in Nepal (LB #4).
Combined operational systems	Sectoral institution's operational approaches, such as budgeting or administrative systems and institutional policies	Project design, implementation and adaptive management	To streamline operations	Transparent, written agreement on which aspects of each institution's operational systems or approaches will be used to manage integrated programming	CARE and WWF established an agreement in Tanzania, regardless of budget division, to divide indirect costs evenly as an incentive for investing equally in partnership management. (No LB captures this strategy.)
Implementation in a common geography	Sectoral interventions	Project design and implementation	To capture cross-sectoral benefits of focusing on both nature and people	Simultaneously or sequentially in the same community or geography, sometimes with the same beneficiaries, fostering value-addition in project implementation	Village Savings and Loan Associations, Farmer Field and Business Schools and Community-Based Natural Resources Management interventions were implemented in the same communities in Mozambique (LB #1).

¹ The Learning Brief (LB) numbers identified in this column refer to the numbers and corresponding titles indicated in Annex A.

Integration strategy	What is being integrated	When to use	Why to use	How integration works in practice	CARE-WWF Alliance example¹
Cross-sector interventions	Conservation and development interventions	Project design, implementation and adaptive management	To address social-ecological issues that are complex and cross-sectoral	A hybrid intervention is formed by applying complementary approaches from each sector	Linking community-based adaptation and ecosystem-based adaptation to climate change helped mainstream disaster risk reduction and climate change adaptation planning at community and watershed levels in Nepal (LB #7). Employing a rights-based approach to forest conservation empowered women through Community Forest User Groups in Nepal (LB #2)
Sustainable intensification of production systems	Conservation and productive land uses	Project design and implementation	To generate conservation and production benefits for farmers, herders, fishers and their communities	Agroecological production systems make best use of nature's goods and services while not damaging these resources; applies ecology to the design of farming systems	Climate Smart Agriculture practices built resilience while improving productivity in Tanzania and Mozambique (LB #5). Fish nurseries and no take zones ensured sustainable stocks in Mozambique (LB #4).

Framework for scaling integrated initiatives

The Alliance’s overarching approach to scaling programs out and up to expand their reach and impact is rooted in **collaborative learning**. Co-learning by diverse stakeholders in integrated programming is at the center of CARE-WWF scaling strategies. Two key principles have guided the Alliance’s approach to scaling. **Inclusive social learning** emphasizes the stimulation of innovation and shared understanding through group processes that engage the spectrum of actors from vulnerable populations to policy decision-makers. **Distributed responsibility for learning** emphasizes shared leadership in a common learning agenda that facilitates societal change processes.

As applied in the field, these guiding principles have resulted in eleven generic scaling strategies, laid out in *Table 2*. These scaling strategies include (see left-hand column): build evidence through research with influential partners; advocate for enabling policies; make the case for alignment with decision-maker interests; train trainers and influencers; advocate for budget allocation; build capacity for legal enforcement; promote participation in good governance; pilot or demonstrate; build shared standards or frameworks to improve environmental and social outcomes; develop inclusive and sustainable value chains; and employ systematic learning and strategic communications.

As in *Table 1*, each strategy is further characterized in *Table 2*. Key questions that define each scaling strategy include **when in the project cycle to use each**, **why to use each** and **how the strategy works in practice**. The framework provides an **example** of each scaling strategy, which the reader is invited to pursue further by examining illustrative learning briefs, as available.

Table 2. Framework of CARE-WWF Strategies for Scaling Pilot Initiatives

Scaling strategy	When to use	Why to use	How scaling works in practice	CARE-WWF Alliance example²
Build the evidence base through research with influential partners	Project design, monitoring and evaluation	To develop common understanding by diverse stakeholders about issues and opportunities for effectiveness of integrated interventions	Collaborative research with trusted partners to produce evidence that integrated approaches work increases the likelihood of successful influencing of government and other decision-makers.	Research on no-take zones with the Ministries of Fisheries created buy-in for policy change in Mozambique (LB #4).
Advocate for enabling policies	Project design, implementation and exit	To influence policy-makers to invest in synergistic, integrated approaches and policies	Collaborative policy advocacy increases the likelihood that different sectors will work together rather than inefficiently or at cross-purposes.	Multi-sector government support for Community Based Natural Resources Management (CBNRM) enabled the approach to scale in Mozambique (LBs #4). Modifying Village Land Use Planning processes to make them more efficient and inclusive is enabling more plans to be completed in Tanzania (LB #7).
Make the case for alignment with decision-maker interests	Project design, implementation and exit	To reduce risk for decision-makers in supporting policy change	Build influential champions by raising awareness about alignment with and/or benefits to decision-makers of a proposed policy or practice change.	Protected area management officials advocated for subsistence, sustainable use of coastal ecosystems and community empowerment to participate in protected area management in Mozambique (LB #4).
Train trainers and influencers	Project design, implementation and exit	To increase capacity or adoption of best practice beyond the scope of beneficiaries the project can reach directly	Build the capacity of implementing partners to champion best practices and train or influence others to adopt them.	Training government extension agents and community paraprofessionals through Farmer Field and Business Schools affirmed the power of demonstration and illustrated how training of trainers accelerated uptake in Tanzania (LB #3).
Advocate for budget allocation	Project design, implementation and exit	To ensure capacity to deliver on the intention to integrate	Recognize that project and policy plans are not always accompanied by adequate finances for implementation;	Following a capacity building workshop and cultivating champions for climate smart agriculture (CSA) with a District's Agriculture Ministry, the trained officials successfully advocated internally

² The Learning Brief (LB) numbers identified in this column refer to the numbers and corresponding titles indicated in Annex A.

Scaling strategy	When to use	Why to use	How scaling works in practice	CARE-WWF Alliance example ²
		and scale through financial commitment	sometimes advocacy is required to ensure necessary resources are budgeted and obligated for roll-out.	for budget allocations for rolling out nationally mandated CSA Guidelines to the District's farmers (LB #5).
Build capacity for legal enforcement	Project design, implementation and exit	To improve environmental or social outcomes, where policies are strong on paper but unenforced, in practice	Analyze social and environmental policies and regulations that could be helpful in accelerating social and environmental goals, and target responsible government agencies at the appropriate level to improve their capacity for enforcement.	Training District government officials, Village Natural Resource Committees, and Village Game Scouts in Participatory Forest Management laws and regulations, as well as how to enforce them, lead to establishment of regular enforcement patrols and imposition of penalties in Tanzania (LB #5).
Promote participation in good governance	Project design, implementation and exit	To ensure inclusivity and fairness and build trust among stakeholders and in the governance system	Support transparent governance systems and build capacity of rights bearers and duty bearers for increased accountability.	Facilitated dialogue between community leaders and Forest Department officials through implementation of CARE's Community Score Card, a social accountability tool, led to a mutually satisfying agreement regarding roles and responsibilities in management in Tanzania (LB #5).
Pilot or demonstrate	Project design, implementation and exit	To show rather than tell that an integrated intervention approach is effective.	Generate experience and evidence that can be used strategically to demonstrate and advocate for wider change.	Farmer field and business school plots and CBNRM learning visits lead to adoption in Tanzania (LBs #3).
Build shared standards or frameworks to improve environmental and social outcomes	Project design and implementation	To generate buy-in and improve stakeholder likelihood of adoption	Engage influential end users, like private sector companies, in the design of a new standard or framework to improve social and environmental practices and outcomes.	A new inclusive green growth performance assessment tool engaged public, private and civic sectors in tool design and field testing, aimed at improving private sector adherence to the SAGCOT Centre's inclusive green growth voluntary standard (LB #6).
Develop inclusive and	Project design, implementation and exit	To improve production technologies and use	Engage companies, farmers, processors and their associations to invest in crop	Commissioning a detailed market systems assessment that screened crops for their suitability in meeting sustainable productivity, livelihood

Scaling strategy	When to use	Why to use	How scaling works in practice	CARE-WWF Alliance example²
sustainable value chains		markets to enhance opportunities for the poor and reduce the footprint on the environment	systems that benefit smallholders and help sustain the ecosystems they depend on.	security and ecosystem conservation criteria may help to focus regional collaborative planning around the development of more inclusive and sustainable value chains in SAGCOT, Tanzania (LB #6).
Employ systematic learning and strategic communications	Throughout project cycle	To understand what to communicate, what works and what does not and adapt programs accordingly	Learning from regular meetings to reflect on project experience, study interventions successes and challenges, and synthesize and communicate lessons from research and experience.	Proactive, strategic learning with diverse partners drove adaptive management to improve integrated planning for climate adaption at watershed and local community catchment scales in Nepal, while capturing approaches in guidance documents helped scale up impacts by influencing others to adopt integrated approaches (LB #7).

Applying Alliance lessons to new contexts

Through implementing projects across three distinct geographies, the Alliance has generated unique experiences in each country. But the lessons learned analysis suggests opportunities are ripe to adapt programming strategies from one country to another to accelerate impact. Below we highlight three specific examples that provide for cross-geography reflection and learning to strengthen Alliance programming. These recommendations merit CARE-WWF dialogue about the feasibility of implementation.

Apply Systematic Learning in Mozambique and Tanzania

In both Mozambique and Tanzania, some very promising interventions are facing challenges to continue forward momentum. We suggest that applying the systematic learning strategy that Nepal has employed may offer solutions in both situations.

In Mozambique, the Alliance has excelled in harnessing collaborative learning and research to mobilize the power of community-managed fisheries. The Alliance has also succeeded in piloting climate smart agriculture (CSA) innovations by mobilizing farmer field schools. However, it appears that projects may be stalled prior to capturing the full benefit of the Alliance's interventions due to insufficient appreciation for achievements to date, and corresponding short-falls in investment in planning and mobilization of financial resources.

Meanwhile, in Tanzania, community-based forest management and CSA pilot initiatives are highly promising interventions for improving livelihoods and forest health. Best practices have been adopted by an appreciable segment of pilot project populations. However, the full potential impact of the pilot activities are similarly constrained by limited funding. Work plans and budgets for mainstreaming best practice would benefit from collaborative effort to assess and prioritize the most strategic ways to proceed. Particularly in the light of expanding donor interest in CSA in eastern and southern Africa, systematically taking stock of accomplishments in Mozambique and Tanzania, and initiating a second generation of initiatives with a climate focus appears warranted.

In both cases, it seems that the Nepal model of iterative review of project outcomes and achievement of goals could help inform the optimal progression of interventions. The Alliance and partners in Nepal have excelled at utilizing systematic learning and documentation in their work to progressively review program performance and reflect on best practices. Through Hariyo Ban, a two-phased program over 10 years funded by USAID with a goal of reducing vulnerability to climate change and threats to biodiversity, CARE, WWF and consortium partners have assumed strategic roles in systematic learning. The program has effectively integrated experiential, proactive, opportunistic and reflective learning approaches to continuously improve its activities and outcomes. These different types of learning help the program resolve issues and capture opportunities that arise in the process of implementation. They help keep multiple project goals on track. And they inform a robust monitoring framework. The learning system, in other words, helps perform the compass and gyroscope functions in adaptive management. Learning Brief #7 provides further information.

Applying this approach in Mozambique and Tanzania could provide the momentum needed for the Alliance programs to move forward. Alternatively, it could lead to a thoughtful, well-informed phasing out and handover to local communities and government actors of some activities.

Empower women in Tanzania for inclusive natural resource management

Through community participation in natural resource management all members of communities play an active role. In Nepal, the Alliance identified that gendered differences created initial barriers to participation in NRM groups, and developed rights-based programs that effectively empowered women and minorities.

Vulnerable women in Nepal were coached by project staff, advocates who are influential in the community, and one another on their rights, as a foundation for inclusive leadership in Community Forest User Groups. Gender sensitization helped men and other groups who historically held power to understand the benefits and importance of sharing leadership. Impressively, elites became champions for instituting inclusive practices from community governance to landscape-level climate adaptation planning. Learning Brief #2 provides further information.

This experience offers valuable insight and guidance for inclusive programming in Tanzania. Participatory Forest Management and Wildlife Management Areas, including Village Natural Resource Committees, in the Nachingwea District, as well as the SAGCOT Village Land Use Planning groups and Water User Associations in the SAGCOT, stand to benefit from activities used in Nepal that generate a sense of esteem and empowerment among the most vulnerable, especially women and youth.

First, by identifying barriers to inclusion in natural resource practices, Tanzanian communities may be able to understand how management could be more inclusive and sustainable. Next, utilizing techniques like gender sensitization seminars and inclusive, rights-based approaches to engagement could help reduce barriers to women's participation and normalize inclusive practices in natural resource management. Finally, strengthening the capacity of women to play leadership roles in community based natural resource management (CBNRM) associations through technical training that engages men and elites could increase men's support for women in CBNRM initiatives. The progression could help embolden communities to embrace inclusion and scale-up sustainable management practices in Tanzanian landscapes.

Generate sustainable businesses for farmers in Mozambique

In Mozambique, an integral part of improving livelihood security is combining fishing with agriculture activities in complementary seasons. While climate smart agriculture (CSA) has been successfully piloted in Mozambique, best practice adoption of CSA has yet to become widespread. The Alliance may want to consider integrating business into the farmer field school approach in Mozambique to help farmers in Mozambique develop economically viable businesses that can improve their income and accelerate CSA adoption. Adapting best practice from Tanzania's experience of complementing CSA activities with improved seed multiplication businesses may be a viable approach in Mozambique.

Seed multiplication was the market solution to a scarcity problem limiting the uptake of climate smart solutions in Tanzania. A potential starting point in Mozambique may be to ground-truth with stakeholders the assumption that seed supply is a market limitation and opportunity there, as well. The effort would first involve eliciting community interest, and if present, establishing buy-in and recruiting entrepreneurs to take up the challenge. Learning Brief #3 provides further information.

Alliance support in Nachingwea, Tanzania has enabled smallholders to build the knowledge, business and entrepreneurship skills, and links to markets to establish and grow businesses. While farmer field schools had already demonstrated that beneficial CSA practices could improve household food and nutrition security, the business dimension raised the bar by giving farmers the tools to make agriculture a sustainable business. In Tanzania, teaching techniques for generation of high-yielding, drought-resistant seeds responded to an identified gap in local access to improved agriculture inputs. This could dramatically accelerate adoption of climate smart practices and enable communities to adapt to climate change. There would appear to be little risk and valuable opportunity in testing the assumption that the strategies can be adapted to Mozambique.

Expanding the toolbox

The Alliance's experience in Mozambique, Tanzania and Nepal with integrated, cross-sectoral programming as well as collaborative learning for adaptive management, offers rich lessons for the growing community of practice in integrated landscape management. By the same token, the Alliance can learn from the experience of multi-sector landscape initiatives globally. We have identified three additional scaling strategies that could be particularly useful to augment the Alliance's toolbox for integrated program design, delivery and scaling: employing more spatially explicit place-based frameworks for planning and negotiation of interventions, facilitating landscape-scale partnerships and platforms, and helping to mobilize landscape finance.

Use maps for spatially explicit collaborative planning and management

The Alliance is familiar with the conceptual framework that defines the integrated landscape management (ILM) approach to addressing development, climate change, food security and a host of other global issues through acknowledging the important interconnectedness of land, resources, and humans.³ Incorporating the use of maps in a participatory way with stakeholders, to define and understand landscape geographies and management, can greatly enrich place-based programming.

Taking a spatially explicit approach to program planning and design can promote common understanding of problem situations and transparency in decision-making. Maps can be powerful tools in identifying areas that are particularly important to targeted beneficiaries, highlighting potential synergies and trade-offs among land uses and users, and enabling stakeholders to map out a progressive intervention and change strategy. Spatial awareness allows for effective scenario planning with stakeholders and brings forth information and insight needed for collaborators to determine the optimal geographic extent of intervention. Spatial planning and monitoring with maps⁴ is a useful resource for thinking about ILM from a place-based perspective.

Build multi-stakeholder partnerships and platforms

The Alliance is experienced in convening different actors for monitoring, evaluation, research and learning – enabling it to reflect on experience and share lessons learned and best practices among beneficiaries and other stakeholders. Building on this expertise and its experience with strategic planning through public-private-civic partnerships in SAGCOT, a next step may be to engage more deliberately in shaping multi-stakeholder partnerships and platforms.

Inclusive, transparent governance is central to effective ILM partnerships. Facilitation and negotiation skills are essential to leading ILM platforms. Landscape action planning is also accomplished through multi-stakeholder platforms. Together, partners decide on the technical characteristics, geographic location, scope and sequencing of interventions, and make financial commitments toward the plan. The success of multi-stakeholder platforms depends on achieving the necessary buy-in to the action plan from appropriate bodies of government as well as communities. To supplement funds that can be raised through more conventional project funding, it is important to gain the support of private sector partners, including raw material sourcing companies, banks, financial institutions and other investors..

³ <https://ecoagriculture.org/wp-content/uploads/2015/08/DefiningILMforPolicyMakers.pdf>

⁴ <https://ecoagriculture.org/publication/a-landscape-perspective-on-monitoring-evaluation-for-sustainable-land-management/spatial-planning-and-monitoring-of-landscape-interventions-maps-to-link-people-with-their-landscapes/>

Alliance programming could benefit from developing competencies in the use of tools for facilitating ILM platform processes. Of particular relevance are tools for designing landscape partnerships⁵, designing and evaluating multi-stakeholder platforms⁶, engaging businesses in landscape initiatives,⁷ and designing and evaluating landscape governance systems⁸. Examples are included in the footnotes.

Mobilize landscape finance

Financing is critical for implementing the diverse investments required for a sustainable landscape, by farmers, public land managers, agribusiness firms, local entrepreneurs, and infrastructure developers. However, most financial institutions are not yet investing with integrated landscape goals in mind. Moreover, most landscape partnerships do not have the capacities needed to access the right types of finance for their landscape action plans.

In the context of investment and finance, operating in an integrated landscape means that interactions and interdependencies are considered among land management units and investments. We would say that an ‘integrated landscape investment’ has the following attributes:

- Contributes to multiple elements of landscape sustainability (production, ecosystems, biodiversity, social and financial returns), and regularly monitors and reports progress toward these multiple benefits;
- Takes into account socio-ecological processes, spatial interactions and off-site impacts of the project in the landscape during the process of designing and financing the investment;
- Conforms with public land use and resource sustainability laws and rules;
- Aligns with other investments in the landscape to realize ecosystem-wide benefits; and
- Is embedded in a Landscape Action Plan vision and strategy developed through multi-stakeholder dialogue and negotiation processes.

A broad diversity of financial institutions and actors – from private, public and civic sectors – are available to fund landscape investments. But in many cases, these sources exist outside the set of funding institutions familiar to practitioners in the agriculture, forestry and water sectors; or are not set up to fund priority types of landscape investments. For this reason, explicit attention is needed to mobilize funding to achieve integrated programming and particularly for scaling action and impact.

The Landscape Investment and Finance Tool (LIFT)⁹ is designed to help landscape partnerships, project developers and potential investors overcome this complexity so that they can all benefit from successful integrated landscape investments. LIFT assists landscape partnerships to analyze the financing needs of priority investments in the landscape; sharpen business and project plans; scope potential sources of finance available for landscape investments; and define successful strategies to secure this funding. It can also encourage stronger involvement of financial actors in landscape partnerships. Before using the tool, it is expected that the landscape partnership would have agreed to a set of joint goals and have collaboratively

⁵ https://www.researchgate.net/publication/325767208_Building_partnerships_for_landscape_stewardship

⁶ <https://ecoagriculture.org/publication/guidelines-participatory-planning-monitoring-and-evaluation-of-multi-stakeholder-platforms-in-integrated-landscape-initiatives/>

⁷ <https://portals.iucn.org/library/sites/library/files/documents/2017-022.pdf>

⁸ <https://ecoagriculture.org/publication/assessing-landscape-governance-a-participatory-approach/>

⁹ <https://ecoagriculture.org/blog/liftkitinfo/>

developed a Landscape Action Plan. The Alliance is encouraged to become familiar with LIFT and decide if the tools could play a useful role in its future programming.

Conclusions

The CARE-WWF Alliance's deep experiential knowledge of integrated programming -- including its capacity to integrate scaling mechanisms across the program cycle through investment in collaborative learning and adaptive management -- positions it to provide global leadership for the transformative change needed to address the wicked problems of our times. By more deliberately embracing elements of integrated landscape management, the Alliance can further amplify its performance in integrated programming.

The Alliance appears strategically positioned at this pivotal point in its trajectory both to contribute to and to learn from the rapidly expanding global community of integrated landscape practitioners and advocates. It may want to advance its journey by investing in the development of a cadre of "landscape leaders" in a strategic selection of program regions to become familiar with a basic set of tools that guide the processes for implementing ILM. Through empowering landscape leaders with ILM tools, the Alliance can expect ideas and actions that enrich its programming to fan out across the socio-ecological and institutional environments that the Alliance seeks to influence.

Annex A. CARE-WWF Alliance Learning Questions and Learning Briefs

Learning Theme	Learning Questions	Learning Brief (LB) Title	LB Number
Integration	How do we approach sectoral approaches differently within the context of an integrated program? What is the value-add of integrating such approaches?	Value addition through integrating conservation and development interventions: Lessons from Mozambique, Tanzania and Nepal	1
	What are the most effective strategies for addressing gender inequalities appropriately in local communities and the landscapes in which they're embedded? What is the impact of more inclusive natural resource management groups on conservation outcomes?	A rights-based approach to community conservation: Strategies for empowering marginalized groups addressing gender inequalities in Nepal	2
	What are the most effective strategies for best practice adoption in communities? What lessons can be drawn from successful development interventions to improve community adoption of sustainable and community-based natural resource management practices?	Successful approaches for promoting best-practice adoption: Lessons for sustainable community-based natural resource management in Tanzania	3
	What are the most effective ways to work with partners—across levels and sectors—to increase sustainability of project benefits? How can we work with policy-makers to facilitate enabling policies?	Creating a new kind of Protected Area: In Mozambique, best practices for influencing policy to empower communities	4
Scaling	What are successful strategies for moving beyond laws, policies to effective implementation and enforcement? How can we best help vulnerable communities and their members hold more powerful stakeholders, whether within or outside communities, to account?	Effective strategies for improving policy implementation and law enforcement at the community and district level in Tanzania	5
	How can we best use markets to unlock opportunities that benefit the rural poor and the environment? What are effective strategies to influence large-scale investments to be more socially and environmentally responsible?	Using Markets to Unlock Opportunities for the Rural Poor and the Environment: Early lessons on making investments more socially and environmentally responsible in the Southern Agricultural Growth Corridor	6
	What best practices facilitate capturing and communicating lessons learned for improved impact at scale?	Sharing and learning to improve integrated conservation and development programs: Best practices from Mozambique, Tanzania and Nepal	7

Annex B. Individuals Interviewed or Consulted for the CARE-WWF Alliance Learning Briefs

Country	Name	Title
Mozambique	Cremildo Armando*	Former Marine Officer WWF Mozambique
	Maria Cadahia-Perez	Former Project Manager in Primeiras & Segundas CARE-WWF Alliance in Mozambique
	Daniel Mullins*	Former Manager CARE-WWF Alliance / CARE USA
	Gladys Nhangumele	Former Natural Resources Management Officer WWF Mozambique
	Andreas Peham	Nampula Adaptation to Climate Change Evaluation Consultant
Nepal	Sandesh Hamal*	Deputy Chief of Party, Hariyo Ban II CARE Nepal
	Judy Oglethorpe*	Former Chief of Party, Hariyo Ban I WWF-US
Tanzania	Gloria Cheche	Former Assistant Country Director CARE International in Tanzania
	Christina John*	Former Project Manager in Nachingwea CARE-WWF Alliance in Tanzania
	Daniel Katebalila	Project Manager in Nachingwea CARE-WWF Alliance in Tanzania
	Malogo Kongola	Former SAGCOT Program Manager CARE-WWF Alliance in Tanzania
	Sarah Lynch	Senior Director, Agriculture and Markets WWF-US
	Evergris Makfura	SAGCOT Officer, Integrated Land and Water Management CARE-WWF Alliance in Tanzania
	Thabit Masoud	Program Director, Sustainable Agriculture and Land Management CARE International in Tanzania
	Mary Ndaro*	Land Rights and Policy Manager CARE International Tanzania
US	Colleen Farrell*	Technical Advisor, Knowledge Management and Communications, Food and Nutrition Security CARE USA
	Karen Luz*	Vice President, Markets and Food Director, CARE-WWF Alliance WWF-US
	Althea Skinner*	Senior Program Officer for Monitoring Evaluation Research and Learning CARE-WWF Alliance / WWF-US

*Primary contributor