

Public Policy

for Integrated Landscape Management

Conceptual foundations and
guidance for practice



Purpose

The purpose of this Theory Handout is three-fold:

1. To provide landscape practitioners, facilitators, and leaders with a practical understanding of political processes and policy in the context of Integrated Landscape Management (ILM);
2. To inform the design of training and learning sessions on public policy and ILM;
3. To serve as a concise stand-alone resource on public policy for ILM.

This learning module aims to equip landscape stakeholders with foundational knowledge and practical tools to understand and advocate for public policies that align with landscape goals.

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Introduction

Integrated Landscape Management (ILM) is a collaborative approach to land management that looks beyond individual sectors, interests, or projects to consider the landscape as an interconnected system. It recognizes that communities, agriculture, forests, water systems, and other components of a territory are interdependent and must be managed together.

By bringing diverse stakeholders together, ILM seeks to build shared goals, address trade-offs, and coordinate actions so that environmental sustainability, climate resilience, and local livelihoods can be strengthened simultaneously over the long term.

Globally, an increasing number of countries are recognizing the **landscape level** as a critical scale for policy action on climate change mitigation, biodiversity conservation, ecosystem restoration, and the transition toward sustainable agricultural and food systems.¹ As a result, these priorities are progressively being incorporated into subnational, national and international policy frameworks. Global financing mechanisms (e.g., the *Global Environment Facility*—GEF) and other institutions (such as international development agencies) are committing resources to address these challenges.² However, in practice, many of these investments still materialize as short-term, fragmented, and relatively small-scale projects.

The importance of **aligning policies** to address these interconnected objectives is increasingly acknowledged. However, policymakers face significant challenges in translating broad policy commitments into practical and coordinated action,² as well as bridging the gap between communities and the processes through which public policies are designed and evaluated. In this context, strategies such as ILM—which promote articulation, coordination, and participation across sectors such as agriculture, conservation, and rural development—represent an important opportunity to strengthen the connection between landscape stakeholders and decision-makers, while fostering more coherent and integrated policy implementation.²



International dialogues increasingly recognize the landscape approach as a key framework for addressing **climate change, ecosystem degradation, and food insecurity**. This emphasis has grown in recent years, with a number of global forums highlighting the value of integrated approaches.³ At the same time, important questions remain regarding how ILM can be more effectively leveraged as a policy strategy and how landscape approaches can be better aligned with broader policy objectives across sectors.

Addressing these challenges requires landscape stakeholders, leaders and practitioners to:

1. Understand key concepts about policy **processes** and **outcomes**
2. Analyze the relationship between **policy** and **Integrated Landscape Management**
3. Reflect on the political and financial **challenges** and **opportunities** required for ILM

To build this foundation, we begin with **core concepts** that shape how policy works in practice.



Key concepts

Understanding policy in the context of ILM requires considering two key concepts: the political process and policy.

Political Process and Policy

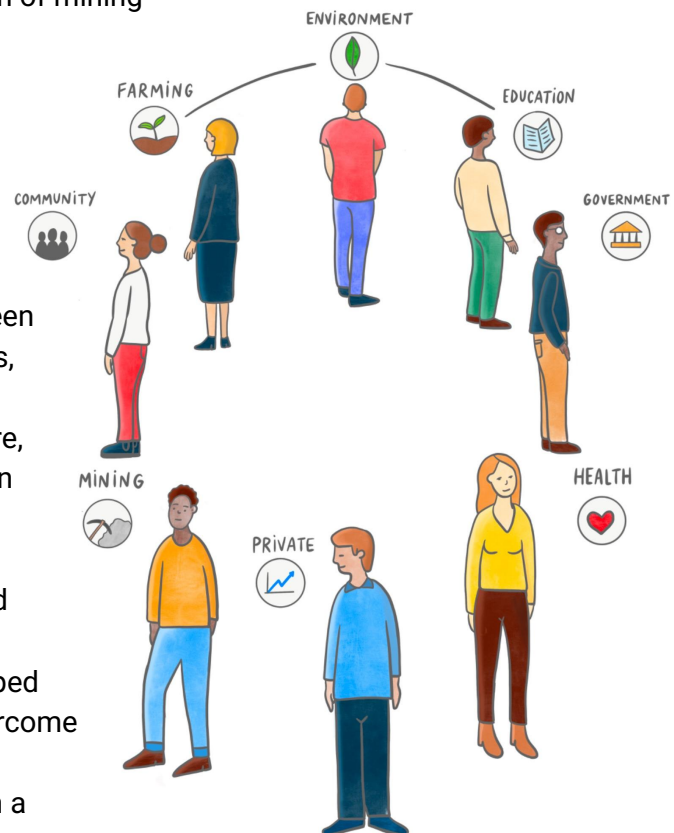
The political process or politics is the exercise of power that each person has as part of an environment (e.g., community, state) to propose, control, persuade, or influence decisions on a matter of collective interest. The political process also includes the exercise of power by authorities through decisions and the design of policies (e.g., health, education, conservation) to respond to society.^{4,5}

Policies are the instruments through which political decisions are translated into action. They are the expression of the decisions of different actors, and are developed and implemented to maintain or modify a situation of common interest.⁶ They consist of laws, regulations, strategies, programs, and other institutional arrangements designed to address issues of collective interest. Through policies, governments and other decision-makers establish priorities, allocate resources, and define the rules that guide how different actors interact and manage shared resources. In this sense, the political process translates power and ideas into concrete policies that shape governance, decision-making, and practical actions on the ground.

For example, a government may adopt a policy that provides incentives for farmers to implement sustainable agricultural practices and restore degraded soils.

Another policy may authorize the expansion of mining activities to boost economic growth, which can also increase pressure on forests and water resources if not properly regulated. These examples illustrate how policies influence the way land and resources are managed within a territory.

However, in practice, policies have often been designed and implemented in sectoral silos, where different sectors, interest groups, or political authorities (for example, agriculture, industry, or environment) promote their own agendas with limited coordination with others. This fragmentation can lead to contradictions, inefficiencies, or unintended impacts across sectors. In the context of ILM, policies are instead developed through cross-sectoral coordination to overcome fragmented approaches and enable more coherent governance across sectors within a shared territory.

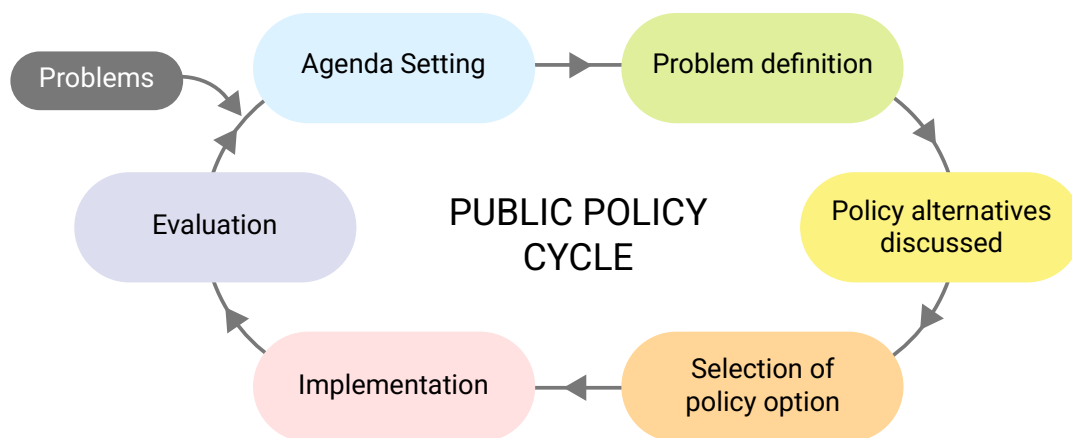


Together, the political process and policy are the expression of a continuous process called the "**policy cycle**" (figure 1). This is made up of three stages:⁷

1. **Agenda setting**: the problems capture the attention of decision-makers
2. **Formulation**: decision-makers review alternatives to address the problem and design policy
3. **Implementation & evaluation**: institutions promote the application and evaluation of the policy

Policy analysis for ILM focuses on how decisions are made and what those decisions produce.^{8,9} Understanding the relationship between the **political process** and **policy** is essential for ILM. Together, they form a continuous policy cycle through which problems are identified, responses are designed, and actions are implemented and evaluated (see figure 1). For ILM, recognizing how this cycle operates is critical, as effective landscape management depends on decision-making processes that incorporate and balance multiple perspectives and translate them into coordinated actions reflecting the social, economic, and ecological realities and priorities of the landscape.

Figure 1: The Public Policy Cycle¹⁰



Policy Coherence

A key concept linking public policy and ILM is **policy coherence**, defined as the systematic alignment of policy goals and actions across sectors, governance levels, and time so that they reinforce rather than contradict one another. This alignment operates across three dimensions: **horizontally**, between sectors such as agriculture, environment, and water; **vertically**, across governance levels from local to national and global; and **temporally**, across political and electoral cycles.¹¹

For landscape conveners, policy coherence is not an abstract ideal but a practical entry point for engaging public sector actors. When a landscape initiative can demonstrate how its goals align with—and contribute to—the policy objectives that government actors are already pursuing, it becomes a credible partner rather than a competing agenda. Such alignment is one of the most effective ways to attract and sustain the engagement of public decision-makers at both subnational and national levels.

Current enablers and barriers for ILM

The complexity of interactions between humans and natural resources is one of the key challenges of sustainable development,¹² and ILM, through its focus on multi-actor collaboration and the reconciliation of interests across sectors, facilitates addressing common challenges that arise from this interaction (economic, ecological, political).¹³

Some policy mechanisms may already support the development of ILM indirectly, such as international commitments, national or subnational policies on sustainable development, international funding and financial mechanisms that promote landscape management, and institutional decentralization processes (table 1).

Table 1: Policy mechanisms that indirectly can support ILM¹⁴

Supporting mechanisms	Descriptions
National and international commitments on sustainable development	Understanding the climate context and the factors that drive unsustainable resource use has increased interest in landscape approaches as a strategy to address conflicting pressures. The <i>Sustainable Development Goals</i> (SDGs), the <i>Aichi Biodiversity Targets</i> , the <i>Bonn Challenge</i> , and the <i>20x20 Initiative</i> promote collaboration and policy development to address global and local problems. Landscape approaches offer a pathway to implementing actions and equitably distributing benefits.
International and national financial mechanisms	International funds are tools for promoting integrated resource management (IRM). The <i>Reducing Emissions from Deforestation and Forest Degradation</i> (REDD+), the <i>Global Environment Facility</i> (GEF), the <i>Global Conservation Finance Scheme</i> , and the <i>Land Degradation Neutral Impact Investment Fund</i> (LDIF) are all sources of funding that countries can use to propose and implement landscape-based initiatives.
Institutional decentralization and impact on natural resource management	To promote sustainable development, countries are implementing decentralization policies as a strategy to foster shared responsibility and strengthen participatory decision-making. This transfer of power to subnational or local levels contributes to the creation of a more participatory institutional foundation where the complexities of the landscape can be debated and leveraged to design initiatives that address landscape problems.

Although the landscape agenda is getting traction at the international and national levels, **several barriers** are yet to be overcome, such as the sectorization of institutional decisions, limitations on participation in the political process and instruments that restrict landscape management (table 2). Nevertheless, when these barriers are overcome, ILM offers a tangible process to work toward the solution of complex challenges.

Table 2: Political and policy factors directly affecting implementation of ILM ^{7,15,16}

Factors	Descriptions
Sectoral decisions of institutions in the broader landscape context	Government administrations are organized into sectors (e.g., agriculture, forestry, health, environment, economy, etc.) and are often linked to territories individually rather than as a whole. This is due to the need to achieve institutional goals and objectives, which leads to overlapping and uncoordinated actions within the landscape. This is also attributable to the limited effectiveness of decentralization processes, which have primarily strengthened institutional functioning without leading to meaningful adaptation of decision-making processes that are responsive to landscape-level needs.
Stakeholder engagement to address landscape challenges	Stakeholder participation is increasingly important, but policies do not usually define systematic mechanisms that promote effective participation. This means that other actors, rather than government institutions, gain "control" over situations of concern. This leads to actions being isolated and focused on small groups, rather than a response to the multidimensional challenges of the landscape.
Participation and representation of stakeholders in the decision-making process	Although mechanisms have been defined to ensure participation in discussions and decision-making processes, communities are often unrepresented or underrepresented in political areas (e.g., forums, parliament, local committees, etc.). This results in limited community participation in policy design and evaluation. In turn, stakeholders may lack the capacity and voice to successfully participate in key decision-making processes.
Instruments that support integrated landscape management	Regulatory, financial, and other policies can drive positive changes in landscape sustainability. However, when instruments are designed based on specific interests, promote narrow sectoral objectives, or fail to consider landscape dynamics in their implementation process, they can negatively impact the efforts of communities working to promote ILM.
Public finances to support landscape investment	Due to counterproductive fiscal and policy incentives for land and resource management, there is often a lack of resources and funding available to support ILM efforts. Public investment priorities are generally designed around specific sectoral objectives, disincentivizing investment into cross-sectoral ILM work.

Many of the barriers described before stem from a common root cause: policy incoherence, the absence of alignment between policies across sectors and governance levels. When agricultural subsidies incentivize land clearing while environmental policies promote restoration, the result is a fragmented governance environment that works against ILM goals (Gutierrez et al., 2025). When national commitments to the SDGs are not translated into coherent subnational action plans, landscape actors are left without the institutional backing they need. Recognizing incoherence as a systemic barrier, not just an institutional failure, helps ILM initiatives to identify where to focus their advocacy efforts.

Promoting ILM requires two-way interaction between landscape partners and policymakers. To support ILM through political processes and policy frameworks, both groups must work to overcome the barriers and leverage the existing support mechanisms for ILM outlined in Tables 1 and 2. This requires developing political mechanisms and policies that effectively enable and incentivize the operationalization of integrated landscape approaches.

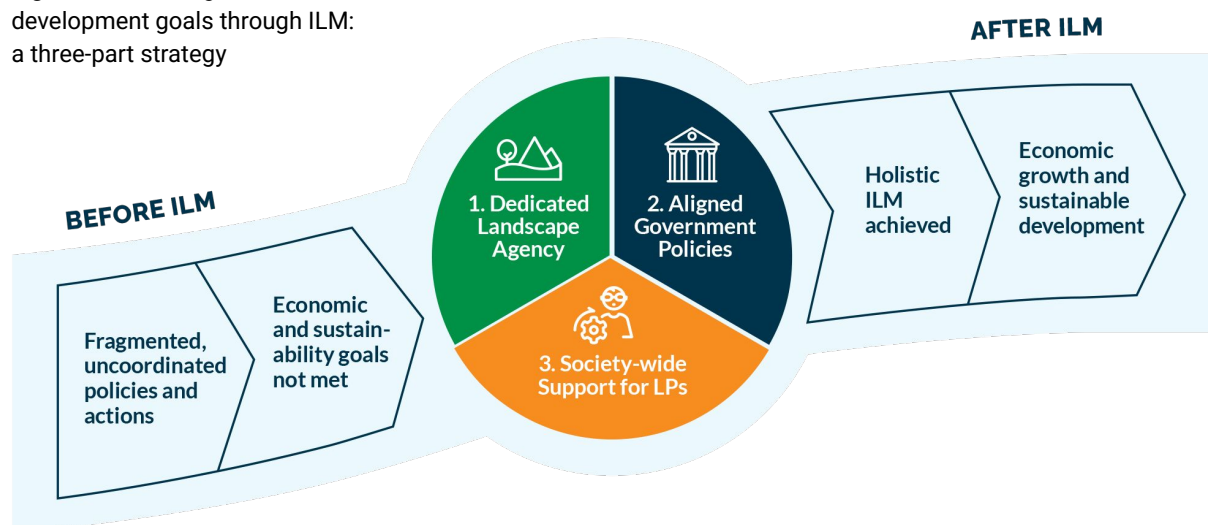
Designing policy and processes to unlock ILM

Sethi and Scherr (2026)¹⁷ urge public policymakers to embrace ILM as a central pillar of national and subnational policy to enable thriving and sustainable economies. This call comes at a time when multiple crises are mounting and converging—from slowing economic growth, food and water insecurity, and rising unemployment, to deepening inequality, climate impacts, and environmental degradation—while trust in institutions continues to erode.

They argue that a policy framework for advancing ILM has three elements at its heart (figure 2):

- Designating a dedicated landscape agency within the government to serve landscape partnerships and advise public and civil society policies and programs;
- Ensuring government policies, programs and budgets support actions and investment plans generated by landscape partnerships; and
- Mobilizing support for landscape strategies across society, including markets, finance, digital infrastructure and education

Figure 2: Achieving sustainable development goals through ILM: a three-part strategy



Source: Sethi and Scherr, 2026

Understanding the **enablers** and **barriers** described above raises an important question for landscape practitioners and decision-makers: what can they actually do to influence political processes and policy design, and secure this level of government support for ILM? The following section outlines concrete principles and actions that policymakers and landscape leaders can take together to create such an enabling environment.

Eight principles for policies that support ILM

Both the political process and policy can be developed in such a way that they support ILM and its objectives. To promote ILM, policymakers must strategically design and adapt policies that facilitate cooperation across **sectors** (e.g., health, environment, agriculture) and **levels of government** (e.g., central, regional, local).

EcoAgriculture Partners proposes eight principles to achieve this goal (figure 3).¹⁸

1. Incorporate a sustainable landscape vision into strategies and policies
2. Harmonize sectoral plans to incorporate multiple goals of sustainable landscapes
3. Empower civil society in landscape partnerships
4. Recognize land and resource rights and responsibilities negotiated at the landscape scale
5. Develop a regulatory framework that enables collaborative landscape action
6. Participate in or convene landscape partnerships
7. Incentivize integrated landscape investments through policy and public finance
8. Build the knowledge and technical capacity to implement integrated landscape management

Figure 3: Principles for policymakers to follow to support ILM from a policy perspective¹⁹

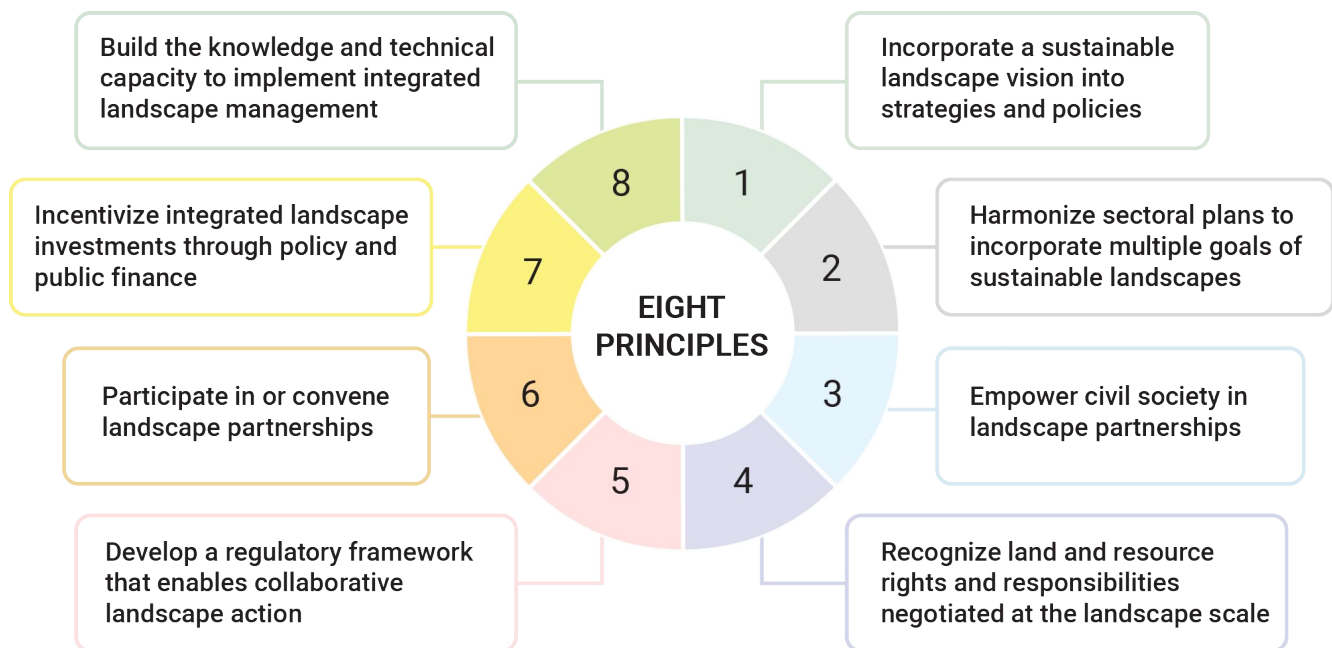


Table 3 outlines some **key actions** that policymakers should take to promote and develop policies and political processes that align with these principles to support ILM, catalyze change across sectors, and enable landscape partnerships to exert their political influence.

Table 3

Principles	Landscape's stakeholders	Policymakers
Incorporate a sustainable landscape vision into strategies and policies	Co-develop a shared landscape vision integrating ecological, economic, and cultural sustainability objectives.	Embed landscape vision into policies, ensuring cross-sectoral coherence and alignment with sustainability goals.
Harmonize sectoral plans to incorporate multiple goals of sustainable landscapes	Coordinate sectoral actions to integrate production, conservation, and social objectives, reducing land-use conflicts.	Align sectoral policies through integrated planning instruments, promoting multi-functional and sustainable landscape management.
Empower civil society in landscape partnerships	Strengthen participation, leadership, and organizational capacities within inclusive and collaborative landscape governance processes.	Ensure access to information, funding, and participation mechanisms enabling effective civil society engagement.
Recognize land and resource rights and responsibilities negotiated at the landscape scale	Engage in dialogue defining land and resource rights, responsibilities, and conflict resolution mechanisms.	Formalize land rights and responsibilities within legal frameworks supporting equitable and sustainable resource governance.
Develop a regulatory framework that enables collaborative landscape action	Identify regulatory barriers and propose solutions supporting adaptive and collaborative landscape management approaches.	Develop flexible regulations enabling collaboration, reducing institutional barriers, and incentivizing sustainable landscape practices.
Participate in or convene landscape partnerships	Engage in multi-stakeholder platforms, fostering alliances and co-management for integrated landscape governance.	Convene inclusive governance platforms, ensuring coordination across local, regional, and national decision-making levels.
Incentivize integrated landscape investments through policy and public finance	Develop integrated projects generating environmental, social, and economic benefits using diverse funding sources.	Implement financial incentives promoting integrated investments and supporting sustainable landscape outcomes.
Build the knowledge and technical capacity to implement integrated landscape management	Strengthen technical capacities through training, knowledge exchange, and participatory monitoring systems.	Promote capacity-building programs and monitoring systems supporting evidence-based landscape decision-making.

Implementing these actions requires landscape partnerships to actively map and align their work with existing policy frameworks at multiple governance levels—this is policy coherence in practice. At the national level, instruments such as Nationally Determined Contributions (NDCs), National Biodiversity Strategies and Action Plans (NBSAPs), and land restoration commitments under the Bonn Challenge define the objectives that governments are formally committed to achieving. At the subnational level, regional development plans, territorial land-use frameworks, and local environmental agendas translate these commitments into more operational targets.

Landscape partnerships that align their monitoring systems, results frameworks, and advocacy narratives with these policy instruments position themselves as contributors to official government priorities (Gutierrez et al., 2025). This alignment often becomes the most compelling argument for engaging public sector actors as partners rather than treating them solely as external stakeholders.

Three collaborative actions between policymakers and landscape practitioners to advance ILM

Although policymakers can make significant progress toward supporting ILM with the previous guidelines, joint collaborative action between policymakers and landscape leaders is also crucial in developing a context where policies, political processes, and ILM can all support each other. These three priority activities, when developed collaboratively between policymakers and landscape leaders, can create a context for ILM to thrive:

1. Establish working groups with stakeholders and policymakers: Bringing together producers, business leaders, public service representatives, researchers, and policymakers can strengthen dialogue on opportunities for implementing integrated landscape management and achieving both shared and sector-specific objectives. Building trust among landscape and policy stakeholders and creating a shared space for exchange is an important first step toward effective collaboration. These groups can be integrated into existing landscape partnerships or other multi-stakeholder platforms. Governance platforms already operating at the landscape level can also help identify key actors and form working groups. Once established, these groups can analyze the benefits of integrated landscape management and lay the groundwork for advancing the political recognition and promotion of ILM.

2. Jointly review policy frameworks and enabling conditions: To identify policy challenges, it is necessary to analyze gaps in legal and policy frameworks across multiple scales, from local to international. This analysis helps determine which policies, laws, strategies, and other instruments (e.g., landscape planning tools) are missing, hindering, or already supporting the implementation of ILM. The review—often conducted with the support of strategic partners such as researchers and planning professionals knowledgeable about ILM—can also shed light on how institutions engage with ILM and what factors facilitate or constrain its implementation. These insights can then inform the design of policy advocacy strategies aimed at strengthening the enabling conditions for integrated landscape approaches.

3. Promote policy planning dialogue: Dialogue on landscape policies is a key advocacy strategy for advancing ILM. Building on existing working groups or multi-stakeholder platforms, structured policy dialogues allow policymakers and landscape stakeholders to jointly examine policy gaps, priorities, and opportunities. These processes require a clear work plan, knowledge of political institutions and processes, and evidence on the strengths and weaknesses of existing ILM-related policies. Through such dialogues, stakeholders can explore ways to institutionalize funding for ILM, integrate the approach into training and capacity-building processes, and strengthen the alignment between ILM and broader policy agendas such as the Sustainable Development Goals.



Photos property of SVBL

From Partnership to Policy: The Sierra Volcánica Biocultural Landscape, Mexico

In southern Jalisco, Mexico, the *Sierra Volcánica Biocultural Landscape* (SVBL) shows how a landscape initiative can earn formal recognition within an existing public policy framework. After five years of multi-stakeholder work across four municipalities and 190,000 hectares, the initiative met the requirements to be officially recognized as a **Biocultural Landscape**—a legal conservation figure already embedded in Jalisco's State Law on Ecological Balance and Environmental Protection, carrying the same standing as other state-level protected natural areas.

The process was built in close coordination with state environmental and agriculture institutions (SEMADET and SADER) from the outset, ensuring alignment with existing regulatory frameworks rather than creating parallel structures. This recognition unlocked access to public funding for platform coordination and project implementation, and anchored the landscape's shared governance into the state's territorial planning instruments, including its REDD+ strategy.

The key lesson for conveners: existing legal and policy instruments may already offer a pathway to formalization and public support. The task is to build the governance, evidence, and cross-sectoral alignment needed to qualify for them.

Together, **these principles and associated actions represent processes and policies that facilitate and strengthen ILM**, leading to more sustainable and regenerative landscapes.

Political advocacy for ILM

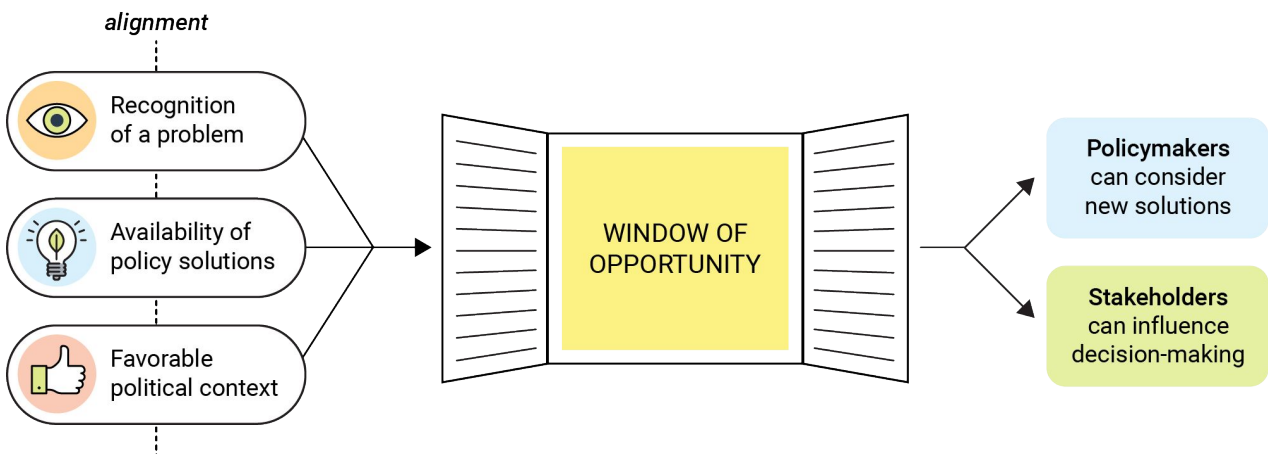
Understanding the policy cycle, the barriers to ILM, and the principles and practices that guide supportive policy design is essential. However, knowledge alone does not change policy. The missing link is **political advocacy**—the capacity of landscape stakeholders to influence political processes.

Political advocacy refers to the process through which stakeholders influence policies, policy implementation, and policy-making processes within governments, corporations, and other powerful institutions in order to advance their goals. Through landscape cross-sectoral platforms, stakeholders can present evidence, propose solutions, and engage decision-makers to promote regulatory changes or policy reforms that support integrated landscape management. In this way, landscape stakeholders become active political actors contributing to more democratic and responsive governance.

Political advocacy is particularly important in contexts where power imbalances limit the participation of certain groups, especially vulnerable communities such as women and Indigenous peoples. These imbalances can result in political processes that fail to address the needs and perspectives of all landscape actors. Strengthening **communication** and **collaboration** between decision-makers and landscape stakeholders helps ensure that political processes reflect the diversity of interests and realities within the landscape. For more information on these issues, see the [Diversity, Equity, and Inclusion](#) and [Gender Modules](#).

Advocacy efforts are most effective when they align with key moments in the policy cycle. One useful framework for identifying these moments is the **multiple-stream model**, which examines the convergence of three elements: recognition of a problem, the availability of policy solutions, and a favorable political context. When these streams align, a “window of opportunity” emerges—an opening for policymakers to consider new solutions and for stakeholders to influence decision-making (figure 3).

Figure 4: Principles for policymakers to follow to support ILM from a policy perspective¹⁹



For example, when governments revise their *Nationally Determined Contributions* (NDCs), *National Biodiversity Strategies and Action Plans* (NBSAPs), or subnational development plans—processes that typically occur every four to five years—they actively seek evidence and stakeholder input to define new targets. Landscape alliances that have documented their results in ways that resonate with these frameworks (e.g., hectares restored, species recovered, livelihoods improved, emissions reduced) are well-positioned to influence these policy processes. This dynamic illustrates **vertical policy coherence**, where landscape-level evidence informs national commitments while national frameworks support and legitimize landscape action (Gutiérrez et al., 2025).

Examples of **advocacy activities** include organizing field visits for decision-makers, holding meetings with policymakers such as parliamentarians, developing policy studies and proposals through partnerships with universities or research institutions, and participating in policy design and evaluation processes.

Advocacy processes can also be supported by **technological and methodological tools**. For example, *SMART Advocacy* is designed to facilitate information management for individuals or organizations seeking to influence specific stakeholders. Other useful resources include the *manual for Assessing Landscape Governance* developed by EcoAgriculture Partners and Tropenbos, and the *Landscape Governance Assessment Tool* from PROGREEN, which helps analyze stakeholder engagement and governance dynamics within landscapes.

Individual landscape alliances can often apply these approaches effectively to influence policy action in their own landscape or subnational jurisdiction. However, in seeking to influence national-level policy and investment, or to mobilize political support in conflicts with powerful outside actors over landscape priorities, it can be more effective to join a **network of national partnerships** and coordinate advocacy efforts. Such networks, formed in many parts of the world initially for knowledge-sharing, are now also active in policy advocacy (Scherr et al., 2026).¹⁹

To further explore policy advocacy for Integrated Landscape Management, readers are encouraged to consult the facilitation guide [Advocacy in Landscapes](#) developed by the 1000 Landscapes for 1 Billion People Initiative.



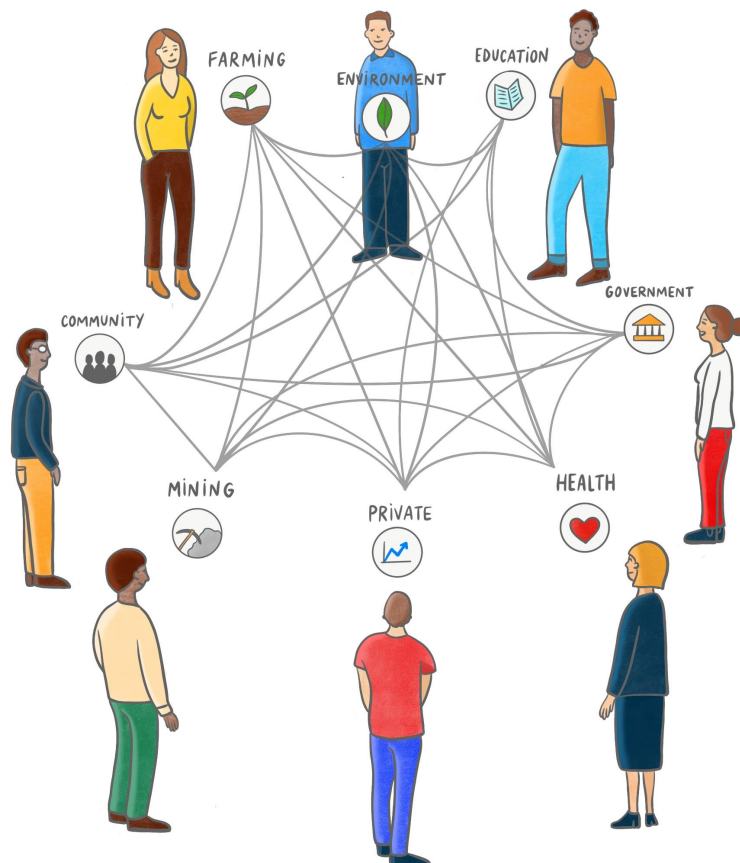
Conclusion

Supportive policies and political processes are essential for the success of Integrated Landscape Management (ILM). At the same time, ILM itself can strengthen political processes and contribute to the design of more coherent, inclusive, and effective policies.

By fostering **collaboration** between policymakers and landscape stakeholders, ILM helps address complex challenges that cut across sectors and governance levels.

However, sectoral decision-making, limited participation in policy processes, and misaligned planning or financial instruments often hinder the implementation of ILM. Strengthening the operationalization of ILM, therefore, requires **promoting the design or adjustment of policies that support integrated approaches**. This involves building relationships between decision-makers and landscape stakeholders, analyzing political contexts and policy gaps, and documenting the results of landscape initiatives to inform dialogue and advocacy processes that can lead to policy improvements.

For landscape conveners and practitioners, this implies three priorities: building relationships with decision-makers before policy windows of opportunity open, generating and communicating evidence from the landscape that can inform policy formulation, and sustaining multi-stakeholder coalitions capable of advocating consistently over time. Policy change rarely happens quickly—but with sustained engagement, it does happen.



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This component accompanies the *Public Policies for Integrated Landscape Management* module and provides practical guidance for conducting interactive and participatory sessions. The module proposes a set of activities for stakeholders with diverse interests within a landscape to discuss concepts related to **Integrated Landscape Management (ILM) and policies**, analyze the landscape context, and reflect on the value of governance for policy advocacy.

To this end, a guide is provided, including a **sample workshop agenda** and various activities related to the learning objectives. However, facilitators should adapt the agenda, timing, and activities to the specific context, participants, and cultural environment.

Intended Learning Outcomes

After this session, participants will be able to:

1. Understand the concepts of ILM and public policies, and how political influence is expressed in the territory.
2. Identify and describe policy advocacy opportunities for landscape-scale actions
3. Design strategies to strengthen governance and political influence with a landscape vision



Public Policy and ILM Workshop

Addressing the relationship between Integrated Landscape Management (ILM) and public policies requires linking **decision-making processes** with **local realities**. Creating spaces for dialogue that integrate community knowledge and institutional perspectives is essential. In this context, **participatory platforms** are key to fostering collaboration, reflection, and coordinated actions that respond to landscape challenges.

This workshop proposal brings together diverse stakeholders—including public institutions, local authorities, communities, the private sector, and academia—to analyze how public policies interact with landscape management. It aims to identify challenges, explore opportunities, and strengthen coordination for more inclusive and adaptive governance.

Using participatory and co-creation approaches, the workshop is organized into four stages:

1. The first stage builds a **shared understanding** of ILM, public policies, and political influence in the territory.
2. The second stage analyzes key landscape **challenges** and identifies policy advocacy **opportunities**.
3. The third stage focuses on **designing strategies** to strengthen governance and political influence.
4. The fourth stage **defines agreements, next steps, and mechanisms** for collaboration and follow-up.

The workshop is designed to be implemented in **one day (approximately 5 hours)**, although it can be adapted to the context and participants' availability. It should be held in a comfortable setting that encourages open and respectful dialogue.



Sample Workshop Agenda (activities 1 & 2)

Objective	Description of Activity	Materials	Time
Present the workshop objectives, participants, and facilitation team	ACTIVITY 1 Presentation of objectives and team Presentation of the workshop objectives, the agenda for the day, the facilitation team, and especially the participants. In the following document, you will find methods for participant introductions: “Hacer Talleres - Una guía práctica para capacitadores” (Candelo et al., 2003). Available at: https://awsassets.panda.org/downloads/hacer_talleres_guia_para_capacitadores_wwf.pdf	• Flipcharts • Adhesive tape • Markers • Post-it notes for participant inputs	15 min
Understand key concepts of ILM and public policy, and how policy influence manifests in the territory	ACTIVITY 2 Key concepts on ILM and policy Participants understand the link between Integrated Landscape Management (ILM) and public policy, and reflect on decision-making processes and policy influence. Methodology: Step 1: In plenary, participants share their understanding of ILM and public policy concepts Step 2: To complement the discussion, participants watch a video and discuss its content in relation to step 1 (suggested video: https://www.youtube.com/watch?v=lqEtEaf3lwA) Step 3: Participants discuss in plenary how ILM and policy are related, and how ILM, through landscape partnerships and other processes, contributes to policy influence	• Presentation (slides) • Flipcharts • Adhesive tape • Markers • Post-it notes for participant inputs Recommended reading: <i>Integrated Landscape Approaches</i> (Reed et al., 2016) https://www.cifor-icraf.org/publications/pdf_files/articles/AReed1602.pdf	30 min

Sample Workshop Agenda (activity #3)

Objective	Description of Activity	Materials	Time
Understand key concepts of ILM and public policy, and how policy influence manifests in the territory	ACTIVITY 3 Power-interest relationships and landscape management Participants analyze negotiation dynamics and how these are expressed in landscapes through power relations, and how horizontal alliances help manage these dynamics. Methodology: Step 1: Participants organize into working groups Step 2: Participants identify key landscape actors (whether or not involved in governance) and categorize them by their position in the “power–interest” relationship (high, medium, low) regarding landscape decision-making Step 3: They describe how these differences influence landscape decisions Step 4: In plenary, participants share results and analyze similarities and differences	• Presentation (slides) • Flipcharts • Adhesive tape • Markers • Post-it notes for participant inputs Recommended reading: <i>Power, perspective, and privilege</i> (Colvin et al., 2020) https://www.sciencedirect.com/science/article/abs/pii/S0301479720309026	75 min

Sample Workshop Agenda (activity #4)

Objective	Description of Activity	Materials	Time
Analyze opportunities for policy influence at the landscape scale	ACTIVITY 4 From problems to opportunities Participants identify opportunities for influence based on the articulation of problems, solutions, and the context of relationships among landscape actors. Methodology: Step 1: Participants organize into working groups Step 2: Each group reflects on: • What do we want to achieve in the landscape? • What are we not willing to lose to achieve it? Responses are grouped by similarity and ranked by importance Step 3: For the top priority, participants analyze the current scenario (political context, engagement options with decision-makers, land user positions, etc.), and define pessimistic and optimistic scenarios Step 4: Participants design solutions based on win–win or compensatory approaches for each scenario Step 5: Results are shared in plenary and compared	• Presentation (slides) • Flipcharts • Adhesive tape • Markers • Post-it notes	75 min

Sample Workshop Agenda (activity #5)

Objective	Description of Activity	Materials	Time
Design strategies to strengthen governance and policy influence from a landscape perspective	ACTIVITY 5 Governance and policy: converging pathways Participants develop strategies to help actors understand governance as a key factor for policy influence in landscape management. Methodology: Step 1: Groups from Activity 4 remain and select one priority goal; they analyze political factors that hinder its achievement Step 2: Each participant independently proposes actions (uncoordinated), and the group analyzes resulting effects (e.g., conflict, inefficiency) Step 3: The group then defines coordinated actions based on three rules: a coordination space exists; minimum shared agreements are established; roles are clearly defined. The group analyzes the effects of coordinated action Step 4: Participants reflect on steps 2 and 3: <i>What governance elements made the difference? How do these translate into policy influence strategies?</i> Step 5: Each group designs three strategies to strengthen governance and policy influence in the landscape Step 6: Results are shared in plenary, emphasizing internal negotiation processes <i>This exercise highlights that policy influence is rooted in local-level work, and that landscape governance fosters dialogue and negotiation as preparation for engaging decision-makers.</i>	• Presentation (slides) • Flipcharts • Adhesive tape • Markers • Post-it notes Recommended reading: <i>Landscapes in Practice: Institutionalization</i> (Schoneveld et al., 2020) https://landscapesfuture.org/lip-institutionalization/	75 min

Sample Workshop Agenda (activity #6)

Objective	Description of Activity	Materials	Time
Implement proposed activities in a reflective manner within the landscape	ACTIVITY 6 What comes next? In plenary, participants reflect on the workshop (learnings and expectations) and define next steps based on the action plan developed previously. These steps will be reviewed in the next landscape partnership meeting. <i>This activity reinforces ILM principles, emphasizing that progress requires systematic learning from ongoing practice.</i>	• Flipcharts • Adhesive tape • Markers • Post-it notes	30 min

Acknowledgements

This learning module is part of an ongoing effort to generate practical learning and reflection around integrated approaches to sustainable landscape management. It is designed as a resource for practitioners and landscape leaders seeking to **understand and advocate for public policies that align with landscape goals**. It can be used as foundational theoretical material for developing learning sessions or as a standalone document.

This resource is part of the ***Forest Leaders for Integrated Landscape Management*** project, which aims to strengthen the capacities of landscape leaders to improve the resilience of landscapes and Model Forests in Latin America by promoting alignment and collaborative, inclusive governance among multiple stakeholders within a territory.

This project was developed with the support of **Natural Resources Canada**, in collaboration with the **International Model Forest Network** and the **Latin American Model Forest Network**. The content of this module also contributes to the broader efforts of the **1000 Landscapes for 1 Billion People** initiative, of which we are a part, which brings together diverse organizations to develop learning resources on integrated landscape management.

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EcoAgriculture Partners

EcoAgriculture Partners (EcoAg) is a global nonprofit organization advancing collaborative action so people and nature flourish. EcoAg helps local leaders, communities, governments, businesses, and funders envision, design and implement landscape approaches that build climate resilience, strengthen food systems, and sustain ecosystems and livelihoods. For more than 20 years, EcoAg has worked across Africa, the Americas, and Asia to strengthen leadership, foster inclusive governance, unlock catalytic financing, and build strategic partnerships that amplify impact.

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Latin American Model Forest Network

The Latin American Model Forest Network is a voluntary alliance of 32 Model Forest territories in 14 countries across Latin America, the Caribbean, and Spain, covering more than 38 million hectares. It promotes sustainable and inclusive development through participatory, landscape-scale governance, strengthening collaboration, knowledge exchange, and local capacities as part of the broader International Model Forest Network.

Visit bosquesmodelo.net



International Model Forest Network

The International Model Forest Network (IMFN) is a voluntary global community that promotes sustainable management of forest-based landscapes through a partnership-based Model Forest approach. Model Forests bring together diverse stakeholders—such as communities, governments, academia, and the private sector. The network fosters collaboration, knowledge sharing, and practical solutions to address environmental, social, and economic challenges at the landscape level.

Visit imfn.net



International
Model Forest
Network

1000 Landscapes for 1 Billion People

1000 Landscapes for 1 Billion People (1000L) is a coalition of organizations united in a shared mission to advance local landscape efforts to sustain and restore ecosystems, build rural prosperity, confront climate change and contribute to the Sustainable Development Goals. 1000L is building the infrastructure to help landscape partnerships connect and ally with one another, strengthen their capacities and leadership, access digital data and tools for greater impact, and mobilize financing to scale landscape investment.

Visit landscapes.global

