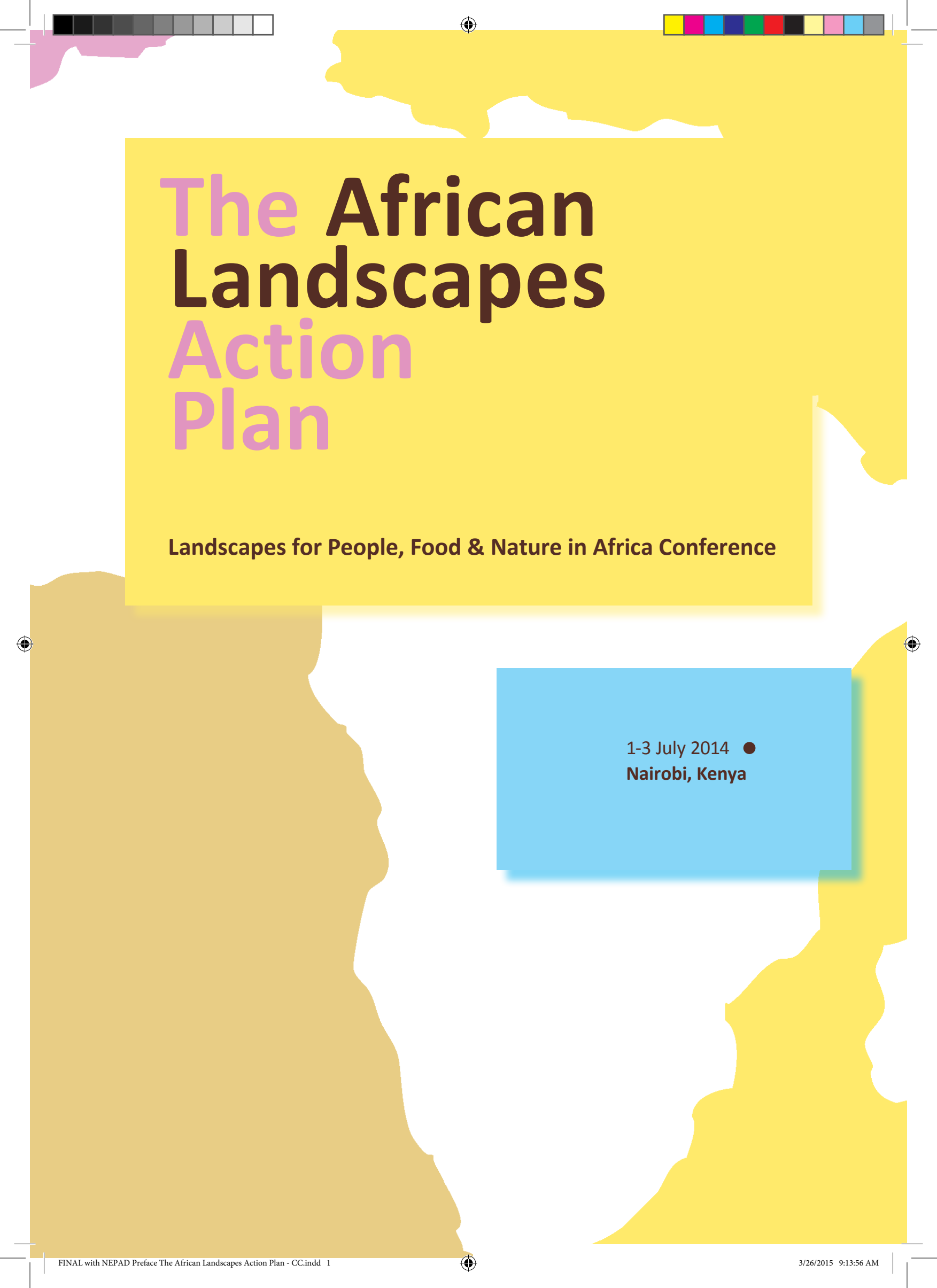




The African Landscapes Action Plan

Landscapes for People, Food & Nature in Africa Conference

**1-3 July 2014 ●
Nairobi, Kenya**



Foreword from the NEPAD Executive Secretary, Dr. Ibrahim Assane Mayaki

The challenges and opportunities of managing the land and water resources of Africa are intrinsically tied to the development objectives of this continent, which include, among other factors, effective governance and security. These are prerequisites to the economic and social welfare of the African people and nations. One can thus easily agree that the ways the African continent's land and water resources are managed towards one purpose or another, will determine the success or failure of all development initiatives, whether from a government, development partner or civil society organization.

Putting into context the challenges ahead, it is worth recalling that Africa has increasingly become an attractive continent for foreign investors aiming at taking advantage of its vast natural resource base as well as sustained positive economic growth during the past two decades.

It is also known that in the same period of time meanwhile, high population growth rates, both worldwide and in Africa, unsustainable farming practices and related land degradation, greater frequency and intensity of droughts, conflicts, and other natural and anthropic drivers have deeply affected land, water and other natural resource use and undermined the continent's resilience to natural and economic shocks. Even so, it is critical to remember, Africa has increasingly become attractive for foreign investors aiming to take advantage of its vast natural resource base as well as sustained positive economic growth during the past two decades.

Fortunately, a colossal amount of human energy is being deployed to overcome all these obstacles, with the ultimate goal of achieving sustainable development for Africa. The landscape movement is a perfect illustration of this mobilization both at African and global levels.

The landscape approach is understood to promote an inclusive use and management of natural resources, especially land and water, which is centred on people's social, economic and environmental welfare.

Putting into practice these noble principles is now well underway. Dynamic networks of partners, like the Landscapes for People, Food and Nature Initiative, have worked together with the NEPAD Agency and others to identify and agree on a set of priority action areas, which guided discussions at the recent Landscapes for People, Food and Nature in Africa Conference. The following priority actions were identified and agreed upon, among others, by the partners including the NEPAD Agency:

- Governance: identify multiple forms of governance and management that are part of the experimentation and innovation around landscape governance;
- Policy: define coherent and inclusive sub-national and national policies, laws, and regulations need to operate cross-sectorally in order to break government actors out of their siloes and promote scaled-up landscape-scale collaborations;
- Business/Finance: render integrated landscape management activities attractive to the private sector (both national and international) by legally protecting and guaranteeing investments so that they can efficiently yield public goods and private financial returns while mitigating investment risks;
- Research: Enhancing integrated, multi-disciplinary, and Africa-focused scientific research to better understand the complexity of African agricultural landscapes and make them more productive, sustainable, and inclusive; and
- Capacity Development: map out and address the wide range of capacities that are required to work from a landscape perspective requires a broad spectrum of capacities.





The main result of the above has been the generation of an ambitious agenda to scale up landscape initiatives in Africa, by integrating policies and services required from land, biodiversity, water and other resources, while addressing critical issues such as climate change, land degradation, poverty, and resource scarcity.

This agenda is coherent with the NEPAD mandate implemented through its current strategies such as TerrAfrica, the Comprehensive African Agriculture Development Programme (CAADP) and upcoming ones like the African Ministerial Conference on Environment (AMCEN) Regional Flagship Programme on Sustainable Land Management, Desertification, Biodiversity and Adaptation to Climate Change (LDBA) which will contribute to lifting over 40% of the Sub-Saharan African population out of poverty.

For all these good reasons, we welcome the momentum gained by landscape approaches throughout Africa, and endorse the agenda set out in this Action Plan.

Sincerely,

Dr. Ibrahim Assane Mayaki
Executive Secretary
NEPAD Planning & Coordinating Agency



Despite doom and gloom projections, there is much dynamism and positive action to build on in Africa.

We took the next step to generate a powerful set of policy and programmatic plans for national, regional and international action.

Many of us committed ourselves and our organizations to move these plans forward.

We encourage anyone with an interest in the future of Africa to get involved. The time to take them forward is now.

lpfn-africa@ecoagriculture.org

Solutions underway for African landscapes

The Netherlands is a small, densely populated country in a European delta. As a consequence, for centuries we have faced all kinds of spatial challenges, especially in water management and economic development. The country could only thrive when resources were managed carefully so that farmers could work the land, citizens could live and work in villages, and nature could provide the resources needed by all. The cooperation required between farmers, water agencies, governments and other stakeholders is what we now-days call Integrated Landscape Management (ILM).

Africa, though vastly larger, faces a similar challenge to manage its land and resources to achieve multiple goals for food and water security, biodiversity conservation, sustainable livelihoods, under increasing pressures of population and economic growth and climate change. The idea to organize a meeting on Landscapes for People, Food and Nature (LPFN) in Africa emerged from recognition of Africa's tremendous potential and the priority to accelerate integrated landscape management across the continent to deliver solutions for people, business and the environment. There are already many related initiatives, such as Climate Smart Agriculture, Integrated Watershed Management, Land-care, African Model Forest Network and Food and Energy Secure Landscapes. However strengthening and scaling up these initiatives requires institutional innovation and promotion of strategic linkages between practices and policies. Entrepreneurs play a crucial role in this, including farmers who produce in a climate-smart way.

It is time to fully realize the potential of Integrated Landscape Management in Africa. Together with the World Agroforestry Centre (ICRAF), the New Partnership for African Development (NEPAD), TerrAfrica, UNEP, the Landscapes for People, Food and Nature Initiative and EcoAgriculture Partners, we convened a conference in Nairobi 1-3 July 2014 with an ambitious goal: to devise a strategy for widespread implementation of the approach. Nearly 200 development and conservation actors, farmer leaders, policymakers, entrepreneurs and researchers, from all over Africa, jointly developed concrete action plans around the themes of governance, capacity development, policy, finance, business and research. Through three days of

knowledge-sharing and discussion, an African Landscape Action Plan was crafted, based on learning from existing landscape initiatives.

The African Landscapes Action Plan is impressive and very promising. The Government of the Netherlands has committed to work with African partners to present the Plan at key international forums, to stimulate governments and investors to implement the Plan through their own policies and financial support. We are confident that the approach can deliver solutions for key agendas such as climate smart agriculture and the Sustainable Development Goals, solutions which are concrete, feasible and effective. Linking up with these agendas will be important.

Meanwhile, the network established during the conference has begun to develop the next steps for the collaborative action plans. The Landscapes for People, Food and Nature Initiative, and its Secretariat at EcoAgriculture Partners, will facilitate the exchange of expertise, keep track of implementation, benchmark the action plans and document the effectiveness of the approach, advised by NEPAD and TerrAfrica.

It was an honour to co-organise the conference, and to learn from so many experienced, inspiring, committed African leaders. It is my hope that the African Landscapes Action Plan will contribute to scaling up Integrated Landscape Management and thus deliver a substantial contribution to increase food security, biodiversity and resilience in Africa. All are welcome to this open network and invited to start thinking about how your own actions can contribute.

On behalf of the organizers,



Rob van Brouwershaven

Director, Nature and Biodiversity

Ministry of Economic Affairs, The Netherlands



LANDSCAPE

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LINKAGES
Academic /
non-academ

How TO
DEVELOP
CAPABLE
LANDSCAPE

Diagnostic
Tools

Trigger
economic
potential in
landscapes

transfer
transdisciplinarity

Policy
analysis
cascade down
to cap dev
national + global

Enhance
capacities of
weaker
stakeholders



Designing next steps

In July 2014, nearly 200 highly regarded experts, practitioners and policy makers from across Africa and around the world came together over three days to synthesize lessons learned from research and experience in integrated landscape management to jointly achieve food security, biodiversity and climate objectives. We took the next step to draw on those lessons learned to generate a powerful set of policy and programmatic plans for national, regional and international action. Many of us committed ourselves and our organizations to move these plans forward.

We did this because demands and pressures on the landscapes of Africa are enormous and continue to grow rapidly. Pursuing solutions in a piecemeal fashion, through separate sector strategies that ignore these critical inter-connections, is not working.

Our actions must use a new approach to development that tackles all of these challenges simultaneously. While a wide variety of international organizations, national initiatives, and local communities have begun to craft holistic projects, Africa still has both a tremendous need and massive untapped potential for integrated landscape management.

People at the forefront

Africa faces major challenges to secure the food, water, and energy needed in coming decades, while protecting the critical ecosystems on which they depend. In seeking solutions to these challenges, we must consider population growth and climate change as critical factors that will heavily affect the continent, and governance challenges arising from competition over natural resources.

Agricultural systems and food production

Food demand in Africa is expected to double by 2020. In the 2003 Maputo Declaration of the African Union, African countries committed themselves to spending 10% of their annual budgets on agriculture. Yet by 2013, only 7 of the 49 countries had consistently achieved this mark. African governments should strive to make good on this commitment. We need to increase productivity, while at the same time decrease

food loss and food waste. Our challenge is to achieve *sustainable* agricultural consumption and production. Nearly two-thirds of Africa's workforce is engaged in agriculture. Thus, opportunities for increased incomes, improved nutrition, plus climate change adaptation and other environmental co-benefits from the rich agrobiodiversity of Africa abound, and we must not sacrifice them to over-simplified commercial supply chains.

Land, water, and biodiversity

Consider these realities: More than 6 million hectares of productive land is lost to degradation in Africa every year. Africa has the second highest deforestation rate in the world. Africa attracts more than half of all the foreign land acquisition in the world. Only four percent of Africa's agricultural lands are irrigated, so production depends on capturing rainfall in waterways, aquifers, soils and vegetation. We must rethink our agricultural systems if these issues are to be addressed effectively.

Climate change

The vulnerability of Africa to climate change has been clearly established. The African Adaptation GAP report found a high probability of a four-degree Celsius temperature rise, heavily disrupting crop production and the environment. Changes of this magnitude will not simply keep poor people poor. They have the power to push millions more people into poverty. Land management that restores degraded soils, rangelands and forests, incorporates agroforestry, and improves agricultural productivity can not only support adaptation, but also mitigate climate change while increasing production and incomes.

Population dynamics

Africa's population will double by 2050 from one billion to two billion people. Providing enough food, not to mention water, clean air, and jobs, for these people will be a huge challenge. The youth population will double by 2045. Many African youth are unemployed and many will migrate. We must find solutions that provide prosperity and opportunity for Africans, rural and urban, throughout Africa.



Governance

Ninety percent of conflicts in Africa from 1950-2000 occurred in high biodiversity areas. Why so much violence? Fighting is related directly to control of natural resources. We must understand who is fighting and who is instigating the violence. We must develop and implement resource governance structures that support peaceful, participatory decision-making. People must be put at the forefront of sustainable development solutions.

Integrated Landscape Management

‘Landscape’ is a generic and politically neutral term for a socio-ecological system that consists of a mosaic of natural and/or human-modified ecosystems. Integrated landscape management calls for the development of shared or agreed management objectives that encompass multiple benefits from the landscape; the adoption of field, farm and forest practices designed to contribute to multiple objectives; the management of ecological, social, and economic interactions among different parts of the landscape to realize positive synergies; the existence of collaborative, community-engaged processes for dialogue, planning, negotiating, and monitoring decisions; and the development of markets and public policies to achieve the diverse set of landscape objectives and institutional requirements.

Some of the many integrated solutions underway already on the continent include:

- Food secure landscapes
- Participatory watershed management
- Climate smart agriculture
- Great green wall
- Model forests
- Agriculture green growth
- Ecosystem-based adaptation for food security
- Reducing emissions from deforestation and degradation (REDD+)

Continent-wide programs investing in integrated solutions, like the Comprehensive African Agriculture Development Programme and TerrAfrica are helping scale innovations. National-level efforts to support integrated landscape management are beginning to crop up on the continent as well, with Burkina Faso, Kenya, Ethiopia, Rwanda and others creating programs and testing political innovations to integrate policies and coordinate between ministries.

In 2014 a review of African landscape management organized by the Landscapes for People, Food and Nature Initiative documented 87 integrated landscape initiatives in 33 African countries. All of these initiatives are experimenting with new forms and approaches to landscape governance. These are impressive figures, and represent dramatic growth for integrated landscape management over the past decade.

But in practice, fully realized forms of landscape governance are not common. In many parts of Africa, a challenging combination of natural resource, labor and property rights constraints plus limited access to agricultural inputs and technologies reinforces persistent yield gaps and rural poverty traps. Policy change, improved governance, increased private sector involvement, access to financing, more and more impactful research, and improved institutional coordination and capacities are all needed to break this cycle.

Action is required.

The action plans we put forward are poised to unlock the potential of integrated landscape initiatives to design and manage landscapes so that they can fulfill the multiple goals of food provision, improving livelihoods, and conservation of biodiversity and ecosystem services. They build on the solutions that are already underway on the continent, scaling up what works, filling major gaps, and involving previously absent stakeholders.



Action Themes

The conference was organized around six action themes:

- Policy
- Governance
- Business
- Finance
- Research
- Capacity Development

To provide a common and informed basis of discussion, a draft synthesis brief was prepared on each theme, based on major studies and analyses of experience of integrated landscape management globally and in Africa. The briefs were then circulated for comment, and revised. They are now available at peoplefoodandnature.org/publication/integrated-landscape-management-in-africa/.

Each action theme had an accompanying parallel session, in which participants proposed, discussed and agreed on the highest priority actions within each theme. There was naturally some overlap of proposed actions across themes. These action plans were then posted and subjected to comment from the full group of participants and conference organizers. The organizers processed this feedback and organized an additional round of comment via teleconference a month following the conference, to ensure that the action plans accurately represented the will of this group of experts and leaders in African development, conservation, agriculture and business.

What follows is what emerged during the discussion of each action theme and resulted in the 19 actions of the African Landscapes Action Plan.

Moving ahead

We must look at what has been done before so we do not re-invent the wheel. Despite doom and gloom projections, there is much dynamism and positive action to build on in Africa. The world's most youthful population may present some problems, but it is also hopeful. A generation of Africans is waiting to move their continent into a sustainable future. That is why action now is so critical. We must build the institutions, create the opportunities, and develop the technologies and techniques that will enable this massive transition over the coming decades. The only sensible way forward is to coordinate our efforts and engage all the people and institutions with a stake in the future of the continent. Without integrated management, we risk wasting valuable resources, exacerbating conflicts, undermining economic prosperity and leaving behind marginalized and disadvantaged people and places.

Our challenge is to move beyond dialogue and verbal commitments to create policy changes, business plans, investments, institutions, studies, courses and programs across the continent that support integrated landscape management. We must not focus only on short-term outcomes but also be clear on our long-term goals. The Action Plans that follow are ready to go. They have champions and interest from the leading voices on these issues in Africa. Some are in fact already moving ahead. We encourage anyone with an interest in the future of Africa to get involved. The time to take them forward is now.

Contact lpfn-africa@ecoagriculture.org



Policy

Policy goals include increased agricultural productivity and improved rural incomes as well as prudent management of natural resources, biodiversity, and climate resilience, which is necessary not only for the agricultural economy, but also the tourism sector in much of Africa. These challenges are closely linked, yet public policies are often developed and implemented independently rather than as part of a broad, integrated strategy. Coherent and inclusive sub-national and national policies, laws, and regulations need to operate across sectors in order to break government actors out of their silos and promote synergistic landscape-scale collaborations.

- *Integrate policy development.*

Integration of policies between sectors is a priority. Developing new policy processes is daunting when bureaucracies are entrenched and competitive. Inter-ministerial meetings may be a good start, but are often not enough to generate truly integrated policies. The process is even more complicated for trans-boundary ecosystems. This raises the importance of regional processes like the East Africa Community and the Lake Victoria Basin Commission. We must improve alignment of policies between local and national levels, especially during implementation. We must develop stronger linkages between urban and rural policy and planning. And we must engage ministries beyond the land and resource sectors in these issues, like the ministries of finance, health, and education.

- *Link the grassroots with national policy processes.*

Policies that specify the active engagement of communities should be encouraged. Grassroots stakeholders have their own knowledge and strategies that are important and often not considered in the policy process. We must work to improve the process of stakeholder collaboration and engagement, and develop mechanisms that scale up grassroots efforts and policy and governance innovations into national policies and laws. New governance structures and platforms may be required to ensure that policies are informed by civil society. And we must recognize traditional knowledge in the policy process.

- *Use international agreements to build domestic policy support.*

National commitments to international conventions and policies can serve as useful entry points for implementing integrated landscape management at a national level. We must empower technical experts and practitioners at the national and sub-national levels to shape national implementation to fit country-specific contexts, and to seek the input of local civil society. We must use these international agreements to reinvigorate and repurpose stagnant agriculture, environment and social budgets at the national level.

- *Track policy change and assess impact of policy changes.*

Policymakers need to see evidence that integrated approaches are more effective or efficient, especially because integrated approaches sometimes increase initial transaction costs. Because landscape boundaries do not always follow administrative boundaries, there are concerns about increasing bureaucracy by adding additional layers of governance. We must improve our ability and commitment to track the impact of policy changes. And we must communicate those impacts to policymakers in language they find meaningful and compelling.



Governance

There are many different forms of effective landscape governance – no single model will work in every setting. Instead, landscape factors including context, stakeholder incentives, and power relationships will affect what is needed in a particular location. Across these different systems, landscape governance requires: negotiating what and whose landscape; balancing power dynamics; and resolving governance options.

Viable landscape governance requires knowledge of the existing institutional infrastructure and knowledge resources; metrics for assessing; interconnected systems to link action and social capital at different scales; the capacity to manage institutional complexity and invest in leadership; and adaptive, collaborative management systems specifically oriented towards learning and improving.

Models of inclusive and adaptive landscape governance do exist throughout Africa. Landcare in South Africa and Landcare in Uganda provide dramatic contrasting examples of two effective governance models, rooted in similar principles, but adapted to national contexts. In South Africa, Landcare is a national governmental approach with a focus on economic opportunity, whereas in Uganda, Landcare is a grassroots, bottom-up approach focused on food security. The Northern Rangeland Trust in Kenya provides a strong example of the power of including indigenous knowledge in governance systems. The African Model Forest Network is another clear case of a scalable model of governance that is adapted to local situations and led by local people.

- *Invest in strengthening multi-stakeholder landscape institutions.*

The role of local institutions in successful landscape governance is critical. We must invest in the capacities of these platforms for stakeholder dialogue, negotiation and collaborative action. This means helping to overcome systemic power imbalances between rural and urban, local and sub-national/national, and civil society and private sector. We must strengthen institutional capacities

for planning, monitoring, and negotiation. We must invest in youth and women, building their capacity as leaders to engage in landscape governance.

- *Make use of indigenous knowledge.*

We must let community practice be a guide for developing landscape governance systems that will be durable, comprehensible, and authoritative. We must encourage communities to adapt systems that are unjust or not working through learning-by-doing and experimenting with ways of monitoring governance itself. We must support avenues for participation by marginalized people that expand opportunity and improve outcomes.

- *Recognize the realities of urbanization.*

Governance systems must address the impacts of urbanization on communities, from migration, to markets, to expanding urban infrastructure and population pressure. We must move beyond pitting urban versus rural, and ensure governance systems are prepared to plan and engage in mutually beneficial rural-urban linkages.

- *Monitor progress.*

We must learn by doing, which is only possible when governance systems hold themselves accountable through effective evaluation and knowledge sharing. We must improve our ability to monitor governance at all scales, so that continuous improvement is possible.

- *Generate political will.*

We must make the political case for empowered communities, and national and sub-national support for landscape-level governance. We must recognize and advocate for the importance of involving all stakeholders in governance platforms, not just those representing agriculture, wildlife and forestry.



Business

Effective landscape action requires engagement with the private sector, including everyone from smallholder farmers and local entrepreneurs to national utility and telecom companies to multinational agribusiness and extractive firms. But this key player in all landscapes has been largely absent from integrated landscape management. The reasons for this absence vary: outdated models of risks and costs, problems with oversight and accountability, antipathy between local communities and corporate entities, lack of knowledge and skills to engage in multi-stakeholder governance, and an unclear business case for changing practices. We must address all of these factors to ensure businesses are active, positive contributors to integrated landscape management.

- *Make the business case for both multinationals and small- and medium-sized companies.*

We must recognize that the motivations and incentives for locally-based, community-supported businesses are very different from those of multinational corporations. Often, too much emphasis is placed on garnering participation from multinationals, at the expense of local small- and medium-sized enterprises. But just as often, business cases presented to large corporations use a time scale and tout local concerns that simply are not relevant in the financial calculations of multinationals. We must work to craft incentives for participation by both groups, and define and target our outreach so that we reach these key partners.

- *Develop capacity and tools for business participation.* Public-private partnership innovations are critical to developing lasting partnerships on the time scales necessary to incentivize and ensure meaningful participation by businesses in planning and investment in sustainable practices. Innovative financial and governance arrangements can help clarify and mitigate risks to business from resource degradation, social change, and political upheaval. We must also develop business capacity to implement sustainable practices; green

infrastructure, technology transfer and monitoring and evaluation programs, outgrower extension services, certification schemes, and other assistance must be developed together with businesses to meet the needs of the community and corporation.

- *Create a low risk environment for business sustainability.*

We must help governments and businesses define their shared values and common interests in landscapes, in conversation with small- and medium-sized enterprises, civil society and community members. Common interests in long-term sustainability, with strong political will, lead to clear, consistently enforced regulations that provide a predictable, and thus lower-risk, environment for businesses to invest in. We must help governments deliver sound environmental and fiscal policies and public infrastructure investments that incentivize long-term private sector investments in sustainable businesses. We must help integrated landscape initiatives develop management plans that include clear, appropriate roles for the private sector.

- *Create market incentives for participation in landscape management.*

Neither environmental compliance nor sustainability certification is equivalent to participation in integrated landscape management, yet those are currently the two main incentives for sustainability. We must develop and deploy a much wider variety of techniques to create value associated with participation in integrated landscape management.



Finance

Integrated landscape management provides a framework and context for public and private investors to spatially target, coordinate, and harmonize investments so that they efficiently yield public goods and private financial returns while mitigating investment risks. Enabling investments that prepare the frameworks and build capacities to manage and coordinate investments within communities and governance systems are critical to this process. Asset investments in agriculture and natural resources produce critical goods and ecosystem services, and generate financial returns for sustainable landscape development. We must find the right balance between public and private, and develop strategic plans for increasing private for-profit investments, if we are to create economically, as well as socially and environmentally, sustainable landscapes.

- *Find the right mix of private and public investment.*
Both asset investments and enabling investments are important, but in the right mix for a specific landscape. For example, REDD+ investments currently focus mainly on enabling investments, but need to start focusing on asset investments as well. Elsewhere, there are strong asset investments underway from both private and public sectors, but with weak coordination due to lack of enabling investments. Meanwhile, the threat of land grabbing calls for stronger guidance and regulation of private investments in land use to support landscape goals prioritized by stakeholders.

Landscape initiatives at different stages may require a different mix of donor/public funding and private sector funding. While mobilizing asset investments from the private sector is essential, many landscape initiatives will continue to require funding for things that private sector partners are unwilling to pay for (i.e. that do not produce a direct financial return), like some forms of capacity building and governance platforms.

- *Put existing resources to good use.*
A lot of good money is wasted or under-utilized, because countries, sub-national jurisdictions, landscape initiatives, and even private businesses duplicate efforts or invest at cross-purposes in the same places. Integrated landscape management offers a framework to deliver resources at various scales, and to develop mechanisms to streamline and coordinate resource flows. We must develop consistent and integrated national and institutional frameworks for coordinating investment. Additionally, when discussing assets, we must broaden our view to consider natural as well as financial resources.
- *Develop new integrated financial mechanisms.*
New financial mechanisms, both public and private, that feature distinctly integrated frameworks and long-term return horizons are critical to support the growth of integrated landscape management. To help countries and landscape initiatives access these new sources of funds, we must also develop the capacities of policymakers, development practitioners, and local institutions.
- *Encourage institutional coordination and cooperation.*
Competition between Non Governmental Organizations and implementers for funding typically serves as a barrier to integration. We must create mechanisms that allow these entities to coordinate activities within landscapes. Meanwhile, we must develop new funding guidelines and proposal requirements that encourage increased coordination, cooperation among implementers working in a landscape, and the involvement of implementers in integrated landscape initiatives and governance frameworks. Integrated landscape planning can help prevent land grabbing by setting standards for screening investments.



Research

Research will be fundamental for Africa to generate the innovations needed to address the agriculture and resource management challenges described above. Research needs to focus on reducing tradeoffs among different values, and realizing the synergies, through integrated landscape management, particularly:

- (a) strategies to anticipate and respond to severe weather, sea level rise, and associated threats to communities, agriculture, and economies;
- (b) targeting appropriate agroecological practices and technologies, and resource management systems, to specific socioecological conditions;
- (c) systematic assessment of the yield, income, human well-being, and ecosystem services outcomes of different suites of agricultural practices in different socio-ecological contexts at multiple scales.

To accelerate and improve research and research impacts, we must establish effective networked research systems. This will require national science strategies; regional research consortia; increased farmer-driven participatory action research; and co-investment in monitoring and forecasting by global donors and public-private partnerships.

- *Safeguard funding for agricultural landscapes research for development.*
Agricultural research funding has been declining for decades. We must ensure that this trend is stopped, and reversed, if we are to deal with the onrush of critical challenges to the future of agriculture, and ensure positive interactions with other land and resource uses, as well as responding to climate change. Reduced funding trajectories have also led to a “brain drain” in the field, with talented researchers heading for fields with more readily available funding. We must commit ourselves to funding new agricultural and resource management research in Africa.
- *Set research sights on multiple benefit practices.*
Investigations should focus on identifying agricultural practices that have co-benefits for environmental quality, climate mitigation

and adaptation, and health, and nutrition. We must investigate issues of food loss and waste, consumption, and energy demand, as well as highland/lowland and rural/urban dynamics to truly understand costs and benefits. We must focus on developing integrated solutions that have positive landscape-level impacts.

- *Focus on sources of resilience.*
We must provide land managers with the knowledge they need to build resilient agroecological systems, ecosystems, livelihoods and institutions. Critical avenues for practical resilience research include promoting agrobiodiversity, reducing drivers of degradation, finding pathways to restoration and soil remediation, and early identification of threats like invasive species and desertification. We must improve our understanding of ecosystem service dynamics and develop innovations in green infrastructure to improve landscape resilience.
- *Link holistic research programs to investment decisions.*
We must invest in economic and social research as well as biophysical research. We must communicate research results to the business and investment communities in language that they understand and in formats that captivate them. We must commit to using the best science to guide our investment decisions in landscape interventions, and to invest in monitoring and evaluation to continue to test and refine.
- *Foster science communication with the grassroots and grassroots*
Great science will not improve African landscape management if it does not translate into actions, tools or techniques that are adopted by the right actors. We must strive to include landscape stakeholders, including producers and smallholders, more centrally in our research process, so that knowledge is relevant to their needs and interests. We must learn to speak the languages of business and policy if we hope to influence these key actors. We must strengthen connections between national-level research agencies, so that countries benefit from their neighbors’ efforts.



Capacity Development

Working from a landscape perspective requires a broad spectrum of capacities. The term capacity development covers three aspects: knowledge, which refers to the understanding from a theoretical background; skills, which are needed to apply the knowledge in real life; and attitude, which shapes all decisions, actions and behaviour. While all three are important, the latter is the most difficult to change as it includes values, beliefs, and the paradigms that drive them.

Capacities identified for landscape management included technical know-how, the ability to consider landscapes as composed of many circuitously interrelated parts, a feeling for spatial processes and an inter-disciplinary approach.

Key capacities needed for landscape leaders are coordinating stakeholders, building trust, and reducing conflict. Capacity development is needed to improve private sector engagement, government leadership and policy support, knowledge sharing, and multi-stakeholder governance.

- *Create a sense of place.*

A sense of place is the basis of a landscape approach and is how stakeholders feel a connection to the landscape. We must develop this sense of place throughout capacity development work if we hope to reach the people on the ground. The Southern African Confederation of Agricultural Unions (SACAU) in Zambia described a female farmers' cooperative where capacity building efforts were targeted at female dairy farmers. Their interest and engagement with capacity development work flowed from their sense of stewardship of the community and its resources, in essence, their sense of place.

- *Involve the private sector.*

We must find the alignment between improved landscape management capacity and business interests and thus invite businesses to partner in capacity building. The Kenyan Flower Council for example emphasized the importance of capacity development in relation to private

sector development. They stated that technical capacities are not enough to enhance private sector development in Kenya. It is rather competencies like entrepreneurship, stakeholder management, conflict mitigation, negotiation and process facilitation which are important for bringing together local producers with (inter)national business chains. Capacity development, in other words, is not simply technical training. We must remember to invest in the "soft skills" needed for strong community participation in landscape management.

- *Collaborate with local Non Governmental Organizations.*

Helping local organizations with their own capacity development work not only enhances their clients' capacities, but also strengthens the capacities of local civil society. Such organizations are well positioned to create a sense of place around their capacity development work.

- *Develop strong and practical curricula.*

All the above mentioned topics (and many others) must be reflected in the education profiles of landscape professionals. Competence-based learning must be the center of curricula for landscape professionals at all levels and scales. Finally, inclusion of gender in all curricula at all levels and scales are needed, to assure inclusive and joint capacity building programmes. Gender issues can only be tackled by professionals and policy makers if they understand the topic.



Action Plans

Policy

- 1: Present the evidence to policy makers*
- 2: Synthesize lessons learned on policy implementation*
- 3: Develop impact indicators*
- 4: Involve grassroots communities*

Governance

- 5: Develop a landscape learning and action platform*
- 6: Expand landscape knowledge from rural to urban areas*

Business

- 7: Introduce landscape labeling*
- 8: Support landscape action within large companies*
- 9: Build business awareness and capacity*
- 10: Develop landscape tools for business*

Finance

- 11: Coordinate finance across sectors and initiatives*
- 12: Mainstream landscape investment into financial institutions*
- 13: Mobilize microfinance and local finance*
- 14: Bring an investment mindset into landscape initiatives*

Research

- 15: Translate landscape research into action*
- 16: Set priorities for appropriate landscape research*

Capacity Development

- 17: Establish and promote an on line 'marketplace'*
- 18: Build a globally accessible curriculum*
- 19: Develop a policy and implementation framework*

Policy

Action 1: Present the evidence to policy makers

Objectives

- Produce a body of evidence on effectiveness and efficiency of integrated landscape management.
- Make the evidence available and compelling to policy makers to get their buy in.

Rationale

Much of the resistance to integrated landscape management is due to ignorance of its benefits and the ways in which policy change could help. The source of the message to policymakers may also be a limitation (e.g. coming only from conservation-oriented actors seen as lacking development or economic interest). As a result, the needed paradigm shift is happening too slowly.

It is important to define what problems integrated landscape management is trying to solve (e.g. water resources management, land issues, agricultural production) so that policy makers see how their own domains and priority issues fit in. The research needs to be linked to the business case work that has also been proposed. Since turnover in decision-making positions is often high, we must develop durable evidence that provides a backbone for policy advocacy on this topic.

Key Activities

- Define problem statement and research question
- Define research program
- Develop Terms of Reference /research partnership
- Data collection
- Data analysis
- Documentation (technical briefs, policy briefs, Monitoring and Evaluation protocol)
- Dissemination (workshops)

Contributors

- EcoAgriculture Partners
- UNEP-World Conservation Monitoring Center

Who/what is still needed to make this happen?

- Financial resources
- Recruitment of policy research organization or consultants
- African institutional support (e.g. COMESA and/or NEPAD)

Action 2: Synthesize lessons learned on policy implementation

Objectives

- Take stock of existing policy mechanisms being used by governments in different initiatives.
- Identify the most effective implementation strategies, tools and instruments to achieve coordinated impacts.
- Strengthen laws at national and local levels based on existing international frameworks already ratified.

Rationale

Many national governments in African have already begun to put in place policy mechanisms to support integrated landscape management, but their experience has not been systematically evaluated nor shared across countries. Current international initiatives like green economy, sustainable agriculture, REDD+, etc., are being implemented nationally in a fragmented way that undermines local integrated landscape initiatives. International conventions offer approaches to address key issues such as indigenous peoples' rights, indigenous knowledge, and access and benefits sharing, but are not being incorporated into national landscape approaches. In order to guide and align effective policies supporting integrated landscape management, we must draw lessons from national and international experience.

Key Activities

- Map existing initiatives and their tools, mechanisms and local alignment
- Build capacity on key aspects of international conventions (where needed)
- Map the key policies and their interlinkages (especially interactions among different international conventions)
- Invite contributions
- Develop policymaker communications and engagement strategy and materials
- Diagnose effective and ineffective mechanisms and how to build on existing mechanisms/innovations (use case studies)
- Publish a major report
- Share results at key African ministerial meetings, e.g. the African Ministerial Conference on the Environment (AMCEN)

Contributors

- United Nations Environment Programme (UNEP)
- African Model Forest Network
- New Partnership for African Development (NEPAD)
- EcoAgriculture Partners
- FAO
- IUCN

Who/What is still needed to make this happen?

- Organize project team
- Craft project idea note
- Secure financial support
- Identify interested policy actors

Action 3: Develop impact indicators

Objectives

- Link stakeholders and sectors to develop comprehensive and broadly agreeable indicators to measure impact of integrated landscape management.
- Measure impact of integrated landscape management against indicators.

Rationale

A major constraint to broader adoption of integrated landscape management approaches is the lack of compelling evidence of impact across the various dimensions of landscape performance (e.g., agricultural production, biodiversity conservation, nutrition, water quality). Comprehensive indicators are needed to measure the impact, in order to determine the effectiveness of policies and programs. Consistent impact assessment is needed to guide evidence-based decision support for policy makers.

Key Activities

- Development of compendium of indicators
- Dialogue process among stakeholders
- Impact assessment trials
- Published trial results, and communication with policy makers

Contributors

- UNEP's Division of Environmental Policy Implementation
- Ministry of the Environment, Government of Kenya
- World Vision
- ViAgroforestry
- Landscapes for People, Food and Nature Initiative

Who/What is still needed to make this happen?

- Resource mobilization through partners
- Secure additional financial support

Action 4: Involve grassroots communities

Objectives

- Improve the linkages between grassroots communities and national policy development.
- Recognize the importance of traditional land management systems that are sustainable and resilient and mainstream them into national policy frameworks, where appropriate.
- Improve the well-being of communities.

Rationale

Local communities have very limited involvement in national and even sub-national policy processes throughout Africa. This leads to the lack of consideration of indigenous knowledge and customary systems, including land tenure systems, in policy formation and policy priority-setting. Communities are then faced with a painful choice: give up traditional management or tenure strategies that have worked for centuries, or miss out on valuable government resources. Furthermore, the lack of grassroots participation in policy processes leads to lower implementation success within those communities, less policy support for holistic solutions, and a lack of government accountability for development and environmental outcomes.

Key Activities

- Identify stakeholders
- Build capacity of development and field practitioners on rights based approach and value of traditional systems
- Build capacity of communities to integrated landscape management and participation in policy processes
- Analyze current policy processes
- Where relevant, identify and profile traditional land management systems in Africa, and study ecological and socio-economic benefits of these systems through comparative research.
- Encourage formation of a coordination body and advocacy and networking groups
- Develop inputs to policy formation process (i.e. develop policy briefs)
- Enable grassroots participation in operationalizing/ implementing policy
- Monitor the engagement process continuously

Contributors

- Kijabe Environmental Volunteers (KENVO), Kenya
- The Nature Conservancy
- PELUM Kenya
- FAO's Globally Important Agricultural Heritage Systems (GIAHS) program
- IUCN's World Institute on Sustainable Pastoralism (WISP) program
- IUCN/European Commission project Participation for Change
- Kenya Pastoralism Network
- Cross Rivers Forestry Commission, Nigeria

Who/What is still needed to make this happen?

- Select coordination body to spearhead activities
- Gather key groups, recruit champions from across Africa, and meet to develop a common vision and strategy
- Develop plan of action/results framework and share responsibilities

Governance

Action 5: Develop a landscape learning and action platform

Objectives

- Build a learning and action platform with existing landscape initiatives to accelerate understanding and improve the practice of landscape governance for achieving impact.
- Improve understanding of viable institutional and decision-making arrangements in integrated landscape initiatives.
- Promote and evaluate landscape governance strategies designed to equalize power relationships and accountability.
- Enhance understanding and practice of collaborative management and benefit sharing across highlands and lowlands and trans-boundary landscapes.
- Deepen understanding of rural - urban landscape linkages.
- Bridge public, market and civil sectors of society to integrate diverse knowledge and investment sources needed to improve landscape governance systems.

Rationale

Successful landscape initiatives require good governance frameworks that overcome existing conflicting interests, power inequities and disjointed relationships among landscape actors and assist in achieving collaborative management leading to improved livelihoods and landscapes and the equitable use and benefits from resources and revenues. Action is needed to create a co-learning platform among the existing and emerging integrated landscape initiatives to develop institutional and governance capacities needed to achieve consistent and sustained impacts at the landscape scale. The platform should bring together a wide range of landscape initiative types and entry points including: highland-lowland interactions, urban-rural interactions and trans-boundary interactions.

Key Activities

Year 1

- Initiate the formation of a Secretariat to facilitate and coordinate co-learning and joint action on landscape governance through the Platform.
- Initiate the preparation of a data base on integrated landscape initiatives with potential for joining the Platform
- Support integrated landscape initiatives already organized in Africa to document their experience, promote landscape dialogues and test innovations to further strengthen their governance approaches; document and circulate lessons learned.
- Interlink existing platforms of landscape initiatives in Africa to accelerate learning and innovation, for example the African Model Forest Network, Landcare International, African Wildlife Foundation-supported Heartlands, TerrAfrica Sustainable Land Management platform, and LPFN Learning Landscapes among others, through the LPFN knowledge-sharing networks; document common issues, important innovations and opportunities to accelerate learning using diverse media.
- Design and facilitate cross landscape leadership learning through strategically designed exchange visits and study tours that highlight characteristic governance challenges and promising innovations; document for circulation throughout the learning network using diverse media.
- Synthesize learning from forgoing activity and communicate through relevant conferences, dialogues, and policy forums to build financial and political support for landscape governance capacity development and management-oriented research and learning.
- Appraise financial requirements for years 2 and 3, and fund-raise.

Years 2 and 3

- Design cross-sectoral capacity development curricula for diverse stakeholders including producer groups, small and medium size enterprises, and public sector actors at different levels around lessons learned and principles derived from learning in Year 1.
- Conduct capacity development courses for leaders in landscape governance from diverse sectors; conclude courses with action planning to design

landscape-specific action learning governance innovations and interventions.

- Implement action learning plans in diverse set of landscapes; synthesize, document using diverse written and visual media and communicate the outcomes throughout the expanding learning network.
- Synthesize and publish widely accessible guidelines on good governance for integrated landscape management in Africa.
- Monitor and document impacts.

Contributors

- African Model Forest Network
- The Landscapes for People, Food and Nature Initiative (LPFN)
- NEPAD/TerrAfrica
- World Agroforestry Centre
- Center for International Forestry Research (CIFOR)
- COMIFAC – Central African Forest Commission
- IGAD – Intergovernmental Authority on Development
- Northern Rangelands Trust
- IUCN-East and Southern Africa
- Landcare
- African Wildlife Foundation
- FAO's Globally Important Agricultural Heritage Systems
- United Nations Environment Program
- Horn of Africa Regional Environment Centre and Network
- Lake Victoria Basin Commission
- Water and Land Resource Centre, Ethiopia

Who/What is still needed to make this happen?

- Model Forest Network and LPFN Working Group on Landscape Strengthening (with members and partners) lead the preparation of proposal(s) for funding to form the Platform Secretariat and initiate pilot learning activity.
- Prepare concept note(s) for proposals and carefully assess funding needs for each of three years.
- Use and expand electronic networks to circulate and finalize draft concept note and mobilize champions to advocate and secure co-funding for proposal(s).
- Identify interested donors.
- Secure support through LPFN co-organizers for staff time and travel required to prepare winning funding proposals.
- Design program; prepare, submit and negotiate proposals.

Action 6: Expand landscape knowledge from rural to urban areas

Objectives

- Understand the linkages and interchange between rural and urban: policy entry points, points of leverage, and various forms of urban rural partnership.
- Develop a picture of the range of current practice and initiatives, especially those involving food systems, ecosystem services, and landscape approaches.
- Invest in planning processes and capacities that take into account the dependencies and vulnerabilities that connect from the natural to the built environment – utilizing a range of tools, including forecasting, scenarios, etc.

Rationale

Across Africa, urbanization is creating new and overlapping population centers at an increasing scale and intensity. Projections of urbanization for Africa in the next few decades surpass all other regions, and are unprecedented in both rate and scale, involving a natural increase of base urban populations as well as significant rural to urban migration. The management of rural resources at a landscape level will be severely limited without understanding the drivers and signals that are increasingly of urban origin. It will be essential to find ways to rebalance and optimize rural-urban linkages that are ecologically-based, holistic, integrative, and more mutually beneficial and equitable. Capturing relevant learning from existing initiatives, and amplifying awareness and innovation regarding urban-rural linkages in integrated landscape management discourse will accelerate the development of useful approaches, tools and practices.

Key Activities

- Develop key examples of landscape governance that entail urban-rural connections, and incorporate them among all future presentations at workshops/conferences. Prepare at least two examples in the coming year.
- Improve landscape professional expertise in city regions and the rural-urban interface.
- Develop thematic areas such as: urban footprints; resource flows upstream and downstream; optimization of resource management, infrastructure, waste, and recycling across the urban-rural continuum; urban nexus across food, energy, water. Create at least one published thought piece/investigation of each issue by the end of 2015.
- Bring the discussion of urban-rural dimensions of landscape governance to those already active and organizing around urban biodiversity and urban agriculture with case studies and supporting policy analysis. Present key issues at at least two major forums in 2015.

Contributors

- Cardiff University
- Northern Rangelands Trust, Kenya
- IUCN – East and Southern Africa
- Center for International Forestry Research (CIFOR)
- The Landscapes for People, Food and Nature Initiative

Who/What is still needed to make this happen?

- Encourage more “cross-pollination” between urban studies and regional planning faculties/professionals and landscape management, rural development and conservation professionals.
- Develop concrete research plans with multi-sector partners.

Business

Action 7: Introduce landscape labeling

Objectives

- Identify mechanisms to bring various stakeholders together in a landscape to collaborate on development of markets that provide incentives for integrated landscape management
- Develop standards for sustainable production and land management that contribute to landscape objectives defined by the stakeholders
- Establish management structure linking land management and commodity products.
- Develop labels for market development.

Rationale

Current certifications for sustainable agriculture are focused on individual farm units, resulting in high costs and an inability to address landscape level risks to water, climate and community. We can unlock the market potential in sustainable brand identity for entire landscapes by connecting products to standards for multi-stakeholder governance, sustainable agricultural practices, and integrated landscape management.

Key Activities and/or Anticipated Timeline

- Identify pilot landscapes among organizational partners.
- Develop key principles for standards and approach.
- Conduct capacity building for local institutions to establish and enforce standards.
- Pilot the concept in a few landscapes and at multiple scales (local to export), then roll out through existing business operation or certification bodies.

Contributors

- Rainforest Alliance
- Solidaridad Network
- Hivos
- Fair Trade International
- EcoAgriculture Partners
- Kijabe Environmental Volunteers (KENVO)

Who/What is still needed to make this happen?

- Establish network of partner organizations and action team
- Develop criteria for selection of pilot landscapes

Action 8: Support landscape action within large companies

Objectives

- Stimulate and facilitate company managers to take actions towards incorporating landscape approaches to sustainable sourcing into their core business.
- Inspire management with examples of the benefit of landscape collaboration
- Implement landscape assessment tools with companies to demonstrate how to sync with existing business operations.
- Form a long-term learning network among African business leaders to support implementation and increase interest..

Rationale

Current business strategies often do not take into account broader impacts that business operations have on nature and society, and also the impact of forces beyond the production unit on business performance and risk. Unless interventions and changes in land-use practices happen at landscape level, the risk to the supply of agricultural commodities will remain high and increase the cost of doing business in the long-term. Large international and national companies are more exposed to brand, manufacturer and retailer concerns over sustainability, are dominant forcees in land use, and also have the means to invest in landscape approaches. So it is critical that they become active stakeholders in landscape initiatives. Moreover, their efforts can influence other actors, such as smallholders and small and medium sized enterprises.

Key Activities

- Understand the sense of urgency for change, what makes it financially viable or appealing, then start the dialogue with individual companies. This is not about corporate social responsibility but about core processes.
- Identify five businesses to target for specific interventions. Build from the corporate contacts in the Landscapes for People, Food and Nature Initiative business working group, so that

relationships are already present and ready to build upon. The goal is to leverage LPFN working group expertise and strategic advisory capacity either to:

- a) take a company beyond its current efforts toward sustainable sourcing to a landscape approach, or
- b) motivate a company to engage in a landscape approach (due to the level of risks or the high priority of the specific landscapes they work in).

- Find inspiring examples and potential partnerships to build more examples
- Package and share these examples at key business forums.
- Understand/clarify what enabling activities are needed from other stakeholders e.g. government.
- Quantify the long term benefits versus short-medium term cost of engagement at landscape level.
- Look at risks – political, economic, social and environmental – to be considered to make a business case.
- Examine policy and regulatory frameworks to determine how these can provide enabling conditions for business investment in landscapes.
- Form a coalition of 10+ companies to assess risk and operations regarding landscapes in Africa. Then combine training and testing to build capacity.

Contributors

- Rainforest Alliance
- IUCN – Leaders for Nature
- Conservation International
- EcoAgriculture Partners
- United Nations Environment Programme
- Grow Africa
- Sustainable Trade Initiative – Sustainable Land and Water Program
- World Resources Institute
- Landscapes for People, Food and Nature Initiative

Who/What is still needed to make this happen?

- Discussions with business leaders and working group partners to strengthen concept
- Concept note
- Identification of potential multi-stakeholder public-private partnerships
- Engage business for endorsement
- Identify funding to scale

Action 9: Build business awareness and capacity

Objectives

- To raise awareness and buy-in among investors, businesses (both multinational and small-and medium-sized enterprises), multi-stakeholder roundtable initiatives, business associations, chambers of commerce, farmers' associations, investor and finance forums about integrated landscape management approaches.

Rationale

In the agribusiness and the food industry, sustainability initiatives at farm and enterprise level have grown dramatically over the past two decades. Unfortunately, less effort has been made to demonstrate the business benefits for participation in and adoption of multi-stakeholder, landscape-level approaches, and private sector actors have not been widely engaged as partners in landscape initiatives.

Key Activities

- Roadshow to showcase landscape management concept to business in key forums/events at local, regional and national levels over the next 2 years.
- Aim to build off and connect with existing initiatives/ institutions engaging Africa business leaders in aspects of ecosystem conservation and business sustainability.
- Develop resource materials that communicate integrated landscape management concepts in business terms.
- Where possible, prioritize integrating course or presentation into existing forums rather than hosting additional workshops.

Contributors

- The Landscapes for People, Food and Nature Initiative business working group
- Fauna & Flora International
- Root Capital
- Conservation International
- Rainforest Alliance
- World Resources Institute
- EcoAgriculture Partners
- International Union for the Conservation of Nature
- African Centre for a Green Economy
- World Agroforestry Centre
- Sustainable Commodities Initiative
- Kitali College
- Living Lands
- Tree is Life Trust
- Wetlands International
- Ministry of Economic Affairs, The Netherlands
- Beagle Sustainable Solutions

Who/What is still needed to make this happen?

- Concept note and phone call among interested parties to refine
- Identify and source funding
- Recruit business partners

Action 10: Develop landscape tools for business

Objectives

- Fine tune existing tools for landscape and business in order to meet business needs.
- Encourage companies (international and SMEs) to apply the tools to trigger landscape level activities.
- Improve sharing of tools, case studies, lessons, networks, etc with the private sector.
- Improve business to business sharing of best practices for landscape management, both among SMEs and between multinationals.
- Engage SMEs in the process, including microfinance institutions and programs.

Rationale

Despite increasing awareness of integrated landscape management, companies have not participated at a meaningful scale in landscapes, even where these are of central concern in the supply chain. This is partly due to low capacity of businesses to understand and engage in Integrated Landscape Management with no clear process to understand the main issues that they be engaging. There are existing training platforms (e.g. IUCN Business Ecosystem Training) but they are not integrated at the landscape scale.

Key Activities

- Complete a desk review of existing tools to highlight which ones result in a landscape approach.
- Draw up concept note to address gaps through new tool creation or existing tool modification.
- Identify funding streams to help fine tune tools.
- Work with Africa-focused companies to establish business case for integrated landscape management action.
- Work with the Landscapes for People, Food and Nature Initiative's learning network to engage businesses with the tool library, to improve business to business sharing.
- Engage chambers of commerce, trade associations, and commodity roundtables to promote business to business sharing of tools for both SMEs and multinationals.
- Develop marketing and an outreach strategy that answers the question of why businesses should engage.

Contributors

- The Landscapes for People, Food and Nature Initiative
- The Ministry of Economic Affairs of The Netherlands
- Conservation International Madagascar
- Wildlife Conservation Society-Rwanda
- EcoAgriculture Partners
- International Union for the Conservation of Nature
- World Agroforestry Centre
- Flora and Fauna International

Who/What is still needed to make this happen?

- Endorsement from the Landscapes for People, Food and Nature Initiative (forthcoming) and companies working within Africa (to be identified)
- Outreach to Dutch companies (possibly by the Ministry of Economic Affairs of The Netherlands) operating in Africa to endorse approach and volunteer to support through review and piloting
- Identify resources and funding
- Identify additional partners including small- and medium-sized enterprises and microfinance institutions

Finance

Action 11: Coordinate finance across sectors and initiatives

Objectives

- Pilot working processes or platforms established at a national level that respond to sustainable landscape-level natural resource management.
- Apply lessons learned from the pilot platforms to expand or create platforms in other countries or at the regional level throughout Africa.

Rationale

Funding sources for integrated landscape management projects and programs are currently siloed, uncoordinated, or inaccessible. This leads to harmful competition, duplication of effort, and waste of resources. Additionally, funding efforts may fail to apply to the relevant scale for maximum impact. Funding should respond to coordinated strategies and policies, not define or determine them.

Key Activities

- Conduct a serious financial needs assessment.
- Develop a framework for a platform for coordinating finance for integrated landscape management.
- Establish at least two pilots implementing the framework and conduct extensive case studies.
- Publish framework and case studies. Develop policy maker resources containing key lessons.
- Apply case study lessons to other platforms and advocate for creation of platforms across Africa as needed.

Contributors

- EcoAgriculture Partners
- Global Mechanism
- World Agroforestry Centre
- Global Environment Facility
- Fauna & Flora International
- United Nations Development Programme
- World Bank
- FAO
- Flora and Fauna International

Who/What is still needed to make this happen?

- Reach out to NEPAD secretariat to discuss next round of support to countries on the Country Strategic Investment Framework therefore how the integrated landscape investment can be coordinated to the pilot countries identified.
- Identify partnership willing to advance this project.
- Find funding source for needs assessment.

Action 12: Mainstream landscape investment into financial institutions

Objectives:

- Sensitize investors to the opportunities and value of integrated landscape management programs.

Rationale

Major financial institutions are very siloed and can work against environmental and social values. For example, the Brazilian Development Bank does not have a formal mechanism to determine if they are investing in the same location through two programs. Safeguards promoted by the World Bank and International Finance Corporation can provide a starting point to integrate landscape-level risks, but banks that adopt these safeguards in principle still need training to improve assessment of the criteria. In addition, for-profit investors often have investment horizons and scales that are too short and too large to make investments in African landscape initiatives attractive. The levels of risk associated with many integrated landscape initiative investment opportunities are often appear unpalatable to these investors as well.

Key Activities

- Start a dialogue with mainstream investors to discuss how they would operationalize integrated landscape management, and what they need to get involved. Facilitate peer-to-peer dialogues between activist social impact investors, for example Root Capital, and more mainstream investors, including national government.
- Visualize the opportunity. Collect cases that show return on investment related to Integrated Landscape Management. Research and then help investors to adopt mechanisms that guide them towards Integrated Landscape Management opportunities.
- Identify the role for government. Look into principles, standards, or programs that national governments can enact to enable investments in landscapes. Research models like Ethiopia and Rwanda to see if they provide investment priorities to enable Integrated Landscape Management. National government should legislate or provide incentives, provide a national fund, and provide guidance.
- Support brokers. Highlight and support intermediary entities that appreciate Integrated Landscape Management and broker deals, aggregate stakeholders and align their interests, and then tap into private investment (e.g. ACEF).
- Mainstream integrated landscape management into the Principles for Responsible Investment (RAI), IFC, other investor guidelines.

Contributors

- World Resources Institute
- Lexeme Consulting
- Imarisha Naivasha
- IUCN Netherlands
- Landscapes for People, Food and Nature Initiative working group on Finance

Who/What is still needed to make this happen?

- Recruit social impact investors and innovative funds to make public and contribute to solid financial case for these types of investments.
- Additional landscape-scale economic research to demonstrate financial case.

Action 13: Mobilize microfinance and local finance to support landscape investments

Objectives

- Ensure microfinance and local investment institutions understand and integrate landscape approaches in their investment portfolios.
- Enable landscape users (especially farmers and small/medium-scale enterprises) to access such investment resources in hundreds of landscapes across Africa.
- Assess the potential of business bridges between stakeholders in the landscapes.

Rationale

At the village and landscape level microfinance and local investors often play an important role in land use investment, yet they are often not coordinated with other projects or considering the needs of the entire system. Microfinance projects can involve relatively short-term infusions of capital, and without proper coordination or strategic planning at the landscape-level, these investments may undermine long-term sustainability. An integrated landscape approach can help multiply the effect of microfinance investment, as projects and the environment are considered together to maximize positive feedbacks.

Key Activities

- Inform and influence those “big” investors who invest in microfinance institutions so that they incorporate integrated landscape management criteria into investment guidelines.
- Learn from existing processes of funding that enable local investment (e.g. Model Forests Network in Congo) to better understand microfinance value chains and landscape impacts of microfinance.
- Explore potential for guarantee funding to banks or microfinance institutions for loans on landscape works (risk buy-down, risk financing)
- Research to examine local level group lending (e.g. Mwethia in Kenya), the role of revolving funding, and the role of community level co-financing for microfinance.
- Pilot integrated landscape initiative led microfinance programs in landscapes across Africa, with experience partners adapting existing frameworks with lessons from landscape governance.

Contributors

- ENRAC
- ECOTRUST
- IUCN
- Cameroun Model Forests Network
- The Landscapes for People, Food and Nature Initiative
- Imarisha Naivasha

Who/What is still needed to make this happen?

- Concept note and strategy document
- Recruit microfinance expertise
- Identify funding or interested microfinance partners with funds

Action 14: Bring an investment mindset into landscape initiatives

Objectives

- Create the capacities, interest and expertise within integrated landscape management initiatives to increase investment in these landscapes.

Rationale

There are many conditions that must be met for a landscape to be attractive to external investors, and more importantly, for those investments to be positive for the local people and environment. Local people must be willing to invest in their own landscape before external investors will be willing. They must be able to understand financial concepts and convey compelling business cases. They must understand the roles and effects of different sectors on the landscape and its functions, and be able to plan for and manage investment impacts. These conditions and capacities are often lacking, and are not clearly defined.

Key Activities

- Develop a curriculum for training local government and local landscape leaders on how to attract investors and develop an enabling environment for investors.
- Co-create business/investment strategies based on an integrated landscape vision.
- Facilitate the development of a strategy to mobilize business cases and build capacity.
- Document successful investment strategies in pilot landscapes.
- Identify partnership opportunities between private sector, communities and local government.

Contributors

- Hivos
- Commonland
- African Wildlife Foundation
- Ministry of Foreign Affairs, Government of The Netherlands
- Lake Victoria Basin Commission
- EcoAgriculture Partners
- Landscapes for People, Food and Nature Initiative

Who/What is still needed to make this happen?

- Follow up with Lake Victoria Basin Commission to investigate possible pilot landscape locations.
- Develop collaborative concept note.

Research

Action 15: Translate landscape research into action

Objectives

- Design demand-driven action research initiatives.
- Reach key decision-makers with effective research-to-policy communications.

Rationale

To ensure research is demand-driven and geared towards addressing real landscape level problems, policymakers, key decision-makers, and beneficiaries must be involved in the design and implementation of action research initiatives.

Key Activities

- Engage researchers and communication experts to develop appropriate methods of engaging key stakeholders throughout the research process and define and target audiences for research outputs.
- Develop strategies for translating research outputs into appropriate formats (popular articles, radio programmes, online content, drama groups/skits, etc.) to reach target audiences.
- Translate guidelines, practitioner tools, standards, etc. into local languages so they can be used in communities.
- Identify partners who can assist with targeted dissemination of research outputs.
- Develop or engage in frameworks for cooperation on trans-boundary research.
- Identify opportunities for researchers to engage with policy makers or other target audiences/ decision makers work with appropriate partners who could facilitate effective engagement.

Contributors

- World Agroforestry Centre (ICRAF)
- Center for International Forestry Research (CIFOR)
- Horn of Africa Regional Environment Centre and Network
- IUCN
- National Museums of Kenya
- CIFA
- Debre Markos University, Ethiopia
- Mpala Research Centre, Kenya
- University of South Africa

Who/What is still needed to make this happen?

- Dialogues and discussions with funders/donors, policy makers and decision makers to bring about greater understanding of the importance of engaging in research initiatives and implementing recommendations coming out of research outputs.

Action 16: Set priorities for appropriate landscape research

Objectives

- Create a balance in research priorities that addresses the needs of African communities in the context of global issues (climate change mitigation, changing disease vectors, protecting ecosystem function, etc.)
- Inform an alternative approach to land use that captures the complexity of the landscape.

Rationale

There is a need for a transformational vision that guides the research agenda. This requires better understanding of who the research is for and what their priorities are. Research must be demand-driven: from communities, including both on-farm and off-farm actors. Research needs to address the growing demand for food within the context of physical and social landscape. Research can help the production system (including market delivery and consumption) adapt to changing conditions. There is need for sustainable, agroecological intensification. Research needs to help this happen: inform on practices, technologies, relationships, etc.

Universities and research centers need to be a part of the policy and planning dialogue. The research agenda must address the complexities and dynamism of the landscape system. The research agenda should clarify the roles of lab research, field research, socio-economic, health, natural, biological, environmental research. Finally, there is need to more clearly define what we mean when we say 'landscape' and then categorize landscapes for better tool development and dissemination.

Key Activities and/or Anticipated Timeline

- Inventory existing information and methodologies for integrated landscape research.
- Establish protocols for conducting baseline assessments. Define key variables to measure and the research methodology, etc. Include disaggregated data for men, women, and youth.
- Develop key indicators that capture the multi-functionality of the landscape.
- Establish representative pilot landscapes that include urban, rural, agroecologies, socio-economic factors, etc.
- Establish research centers of excellence that include multi-disciplinary internationally diverse expertise.
- Establish an institutional research alliance that will connect landscapes with research according to national and local needs.

Contributors

- UNEP-WCMC
- The Landscapes for People, Food and Nature Initiative
- World Agroforestry Centre
- EcoAgriculture Partners
- African Model Forest Network

Who/What is still needed to make this happen?

- Develop research concept document and circulate for comments.
- Participate in research working group of the Landscapes for People, Food and Nature Initiative to move action forward.

Capacity development

Action 17: Establish and promote an online 'marketplace'

Objectives

- Create an online marketplace where leaders in landscape management can display and share their modules, courses and other capacity development resources, and find resources that they need.
- Manage the capacity development marketplace to ensure that products and services are current, relevant and displayed in informative user-friendly ways
- Monitor the marketplace for utility and value to seekers and providers of capacity development products and services and adapt its management accordingly.

Rationale

Presently, information about the competencies needed, as well as the capacity development resources that are available, is fragmented and widely dispersed. And while some resources are plentiful, others remain scarce. A single, widely-used capacity development marketplace will provide a critically-needed online space where information about needs and opportunities can be freely shared. Fortunately, the Landscapes for People, Food and Nature Initiative is currently developing such a marketplace, utilizing the many resources of its partner institutions. Use of the forum by seekers and providers will expand awareness about state of the art capacity development strategies, while optimizing the use of current resources, and stimulating the development of new resources to meet evolving needs. In the absence of investment in such a forum, numerous needs for landscape capacity development will remain unmet and a cost-effective opportunity for knowledge sharing will be lost.

Key Activities

- Build into the Landscapes for People, Food and Nature Initiative (LPFN) website a well-designed space for dynamic knowledge-sharing about capacity development needs and opportunities, engaging a strategic selection of prospective users of the marketplace in the process to ensure it is attractive and usable.
- Through the Landscape Strengthening Working Group of the LPFN, design a collaborative management plan for populating the site with high quality goods and services, and for refreshing the market-place on an ongoing basis.
- Launch a beta version of the marketplace and test it with a diverse user group; refine the design and management features.
- Open the marketplace for "business" and monitor its use, utility, and effectiveness for diverse user groups including farmer-leaders and their representatives.
- Monitor and manage for continual improvement; report to LPFN leadership on progress and outcomes and update the marketplace management plan for on-going implementation.

Contributors

- Wageningen University
- EcoAgriculture Partners, as secretariat of the Landscapes for People, Food and Nature Initiative
- World Agroforestry Centre
- Association of International Research and Development Centers for Agriculture
- Wetlands International-Kenya
- African Model Forests Network
- IUCN
- PELUM Kenya
- Kijabe Environmental Volunteers, Kenya
- Debre Markos University, Ethiopia

Who/What is still needed to make this happen?

- Funding to support the design and development of the online marketplace within the LPFN website, as well as the preparation and coordination of the management and monitoring plan.

Action 18: Build a globally accessible curriculum

Objectives

- Define the concept of “capable landscapes,” and identify appropriate criteria and indicators for each of its components.
- Identify knowledge, skills and competencies needed for each of the components, at different levels and scales.
- Develop a framework in which a curriculum can be built for integrated landscape management.
- Fill in the framework with existing curricula, identify gaps, and develop the missing elements.
- Design a modular curriculum, and make it globally accessible through the marketplace.

Rationale

Despite a growing interest in landscape management, there are few multidisciplinary curricula available in either the academic or professional realms. This makes it difficult for land management professionals, producers and policy makers to acquire the knowledge, skills and competencies to perform well. Moreover, current education and training opportunities are scattered over various disciplines, colleges and training institutes. It is necessary therefore to build an open, flexible and modular integrated landscape management curriculum, globally recognised and accredited, for landscape leaders and professionals. This requires an organized identification of knowledge needs and demands, an integration of existing curricula, identification of the gaps, and development of additional modules to make a globally relevant curriculum complete. Such a system must be developed with a wide range of partners from different sectors and levels.

Key Activities

- Build a framework curriculum from the criteria and indicators.
- Identify stakeholders, and assess their capacity needs and demands.
- Establish a profile of knowledge, skills and competencies needed at various levels and scales.

- Map already available curricula, and their criteria for admission.
- Identify gaps in the currently available curricula, and design additional modules as needed.
- Use special methodologies to attract youth, by using elements of online learning and mobilizing events specially tailored to the demands of youth.
- Develop and maintain a strong link to the labor market, to ensure that trainees are prepared for available positions, and that employers see the value of the curriculum.
- Mainstream gender into all the elements of the curriculum
- Integrate the curriculum with the marketplace, ensure widespread accessibility, and promoted widespread use. Translate the curriculum as needed.

Contributors

- Wageningen UR
- EcoAgriculture Partners
- The Landscapes for People, Food and Nature Initiative
- Food and Agriculture Organization of the United Nations
- Association of International Research and Development Centers for Agriculture
- World Agroforestry Centre
- Solidaridad Network
- Rainforest Alliance
- Hivos
- Trees for the Future
- African Model Forests Network
- IUCN
- Wetlands International-Kenya
- Living Lands South Africa
- PELUM Kenya
- Kijabe Environmental Volunteers, Kenya
- Debre Markos University, Ethiopia
- Egerton University, Kenya
- Kitabi College of Conservation, Rwanda
- Cornell University, United States

Who/What is still needed to make this happen?

- Coordination among partner groups to identify a project lead team
- Preparation of a concept note
- Identification of funding sources

Action 19: Develop a policy and implementation framework

Objective

- Develop the methodologies and structures needed to institutionalize multi-stakeholder landscape governance and action in support of transformational African policies.

Rationale

Two distinct and complementary types of capabilities are needed for sustainable communities to emerge within durable landscapes. The first is the development of skills and competencies to do things, including the capacity to know and act on all facets of one's environment; it is essentially 'software' for 'capable landscapes'. The second is an organizational capability; it is the actual process of, and method for bringing together diverse constituencies and stakeholders into a resilient change platform that can 'outlast any single project' and institutionalize landscape-scale strategies; it is the 'hardware' of integrated landscape management. The following protocol focuses on this second aspect and draws from lessons learnt in Africa by Integrated Landscape Management /Model Forests practitioners.

Key Activity

- Link the initiative to the most advanced/transformational central government policies, initiatives and officials (through policy analyses and meetings).
- Assess local/landscape-level initiatives and stakeholders.
- Develop multi-actor national coordinating and advisory mechanisms.
- Find champions with mandate and/or appropriate local convening powers.
- Convene landscape stakeholders along with relevant policy officials.

- Develop a landscape convention as a multi-stage process with relevant organizational agreements, visioning, and programmatic steps (4-5 stages, including conceptual exploration and separate stakeholder engagements at the very beginning).
- Embed landscape program of work in local and national strategies/policies (e.g. Burkina Faso).
- Ritualize the results of the landscape convention process and have them officially adopted at central level.
- Implement common strategies, program of work and/or action plans and ensure the fitness and complementarity with existing development & conservation plans.
- Mobilize internal and external resources. Develop projects and capacities actively connected to the local value chains through very small businesses and SMEs as well as responsible corporations.
- Coordinate with all levels of action and policy for mutual support and iterative learning.
- Network horizontally at all scales (local, national, regional, international).
- Monitor change processes, projects and landscape impacts using a combination of external and self-monitoring methods.
- Use adaptive and corrective learning methods at all stages.

Contributors

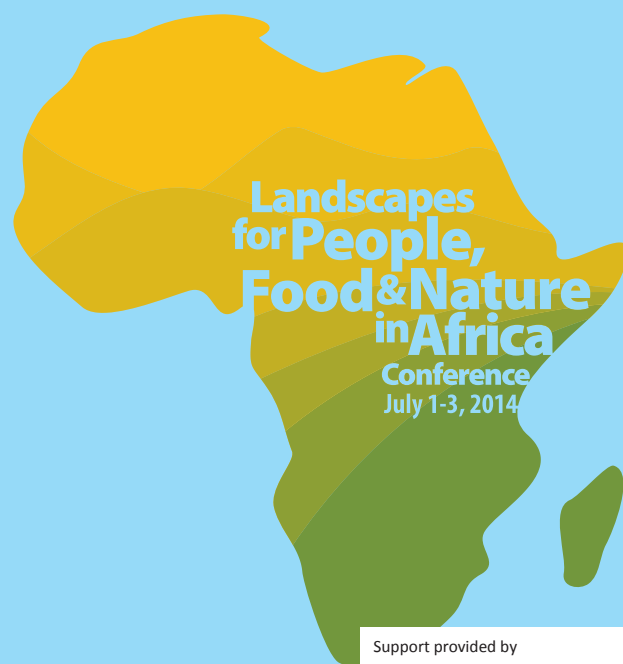
- African Model Forest Network
- Wageningen UR
- The Landscapes for People, Food and Nature Initiative
- Kenya Flower Council
- Agricultural Council of Tanzania (ACT)

Who/What is still needed to make this happen?

- A regional program (Africa/global) to support work focused on the development of landscape management and governance institutions.
- Link up with Africa-wide programs and organizations (e.g. AU/NEPAD, UNECA, African Development Bank)
- Connect action to other capacity building efforts.

List of organizations participating in the Conference

- Act Change Transform, Kenya
- Africa Carbon Exchange
- African Centre for a Green Economy (Africege), South Africa
- African Model Forest Network
- African Wildlife Foundation
- Agricultural Sector Coordination Unit (ASCU), Kenya
- Association of International Research and Development Centers for Agriculture (AIRCA)
- Beagle Sustainable Solutions
- Bioversity International
- Cardiff University, UK
- CARE International – Uganda
- Center for International Forestry Research (CIFOR)
- CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS)
- CGIAR Research Program on Water, Land and Ecosystems (WLE)
- Community Initiative Facilitation and Assistance (CIFA), Ethiopia
- Commonland, Netherlands
- Confédération des Associations des Producteurs Agricoles pour le Développement (CAPAD), Burundi
- Conservation Madagascar
- Cross River State Forestry Commission, Nigeria
- Debre Markos University, Ethiopia
- EcoAgriculture Partners
- Ecosystem Return Foundation
- ENR Africa, Uganda
- Environmental Resources Management Center for Sustainable Development (ERMCSO)
- ERMIS Africa, Kenya
- Fairtrade Africa
- Fauna and Flora International
- Finlays Horticulture
- Food and Agriculture Organization of the United Nations (FAO)
- GIZ
- Global Environment Facility
- Global Mechanism
- Government of Burkina Faso - CPP/MEDD
- Government of Burkina Faso - PFM
- Government of Ghana - Environmental Protection Agency (EPA)
- Government of Ghana - Ministry of Environment, Science, Technology and Innovation
- Government of Kenya
- Government of The Netherlands – Ministry of Economic Affairs
- Government of The Netherlands – Netherlands Embassy in Kenya
- Government of The Netherlands – Ministry of Foreign Affairs
- Government of Nigeria - Green Wall Programme
- Government of Rwanda - Rwanda Agricultural Board
- Government of Tanzania - Ministry of Agriculture, Food Security & Cooperatives
- Government of Tanzania - Vice President's Office
- Government of Uganda - Office of The Prime Minister
- Government of Zimbabwe – Ministry of Agriculture
- Hivos International
- Horn of Africa Regional Centre & Network
- ICLEI – Local Governments for Sustainability
- Imarisha Naivasha, Kenya
- International Center for Tropical Agriculture (CIAT)
- International Institute of Tropical Agriculture (IITA)
- International Union for Conservation of Nature (IUCN)
- IUCN Netherlands
- Kapchorwa District Landcare Chapter, Uganda
- Kenya Agricultural Productivity and Sustainable Land Management Project (KAPSLMP)
- Kenya Flower Council (KFC)
- Kijabe Environmental Volunteers (KENVO), Kenya
- Kitabi College of Conservation and Environmental Management, Rwanda
- Laikipia County of Kenya
- Lake Victoria Basin Commission
- Land O'Lakes, Inc. International Development
- Lexeme Consulting
- Living Land, South Africa
- Malawi Farmers' Organization
- Mpala Research Center, Kenya
- National Museums of Kenya
- New Forest Company
- New Partnership for Africa's Development (NEPAD)
- Northern Rangeland Trust, Kenya
- PELUM-Kenya
- PriceWaterhouseCooper (PwC) Kenya
- Rainforest Alliance
- Royal Norwegian Embassy in Nairobi
- Rwanda Natural Resources Authority
- Southern African Confederation of Agricultural Unions (SACAU)
- Southern Agricultural Growth Corridor of Tanzania (SAGCOT) Centre
- SNV Netherlands Development Organization
- Solidaridad
- Tree is Life Trust
- Trees for the Future
- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP)
- UNEP – World Conservation Monitoring Centre
- University of Nairobi, Kenya
- University of South Africa
- Vi Agroforestry
- Wageningen UR Centre for Development Innovation
- Water and Land Resources Centre (WLRC), Ethiopia
- West and Central African Council for Agricultural Research and Development (CORAF/ WECARD)
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- World Vision Kenya
- World Wildlife Fund (WWF)



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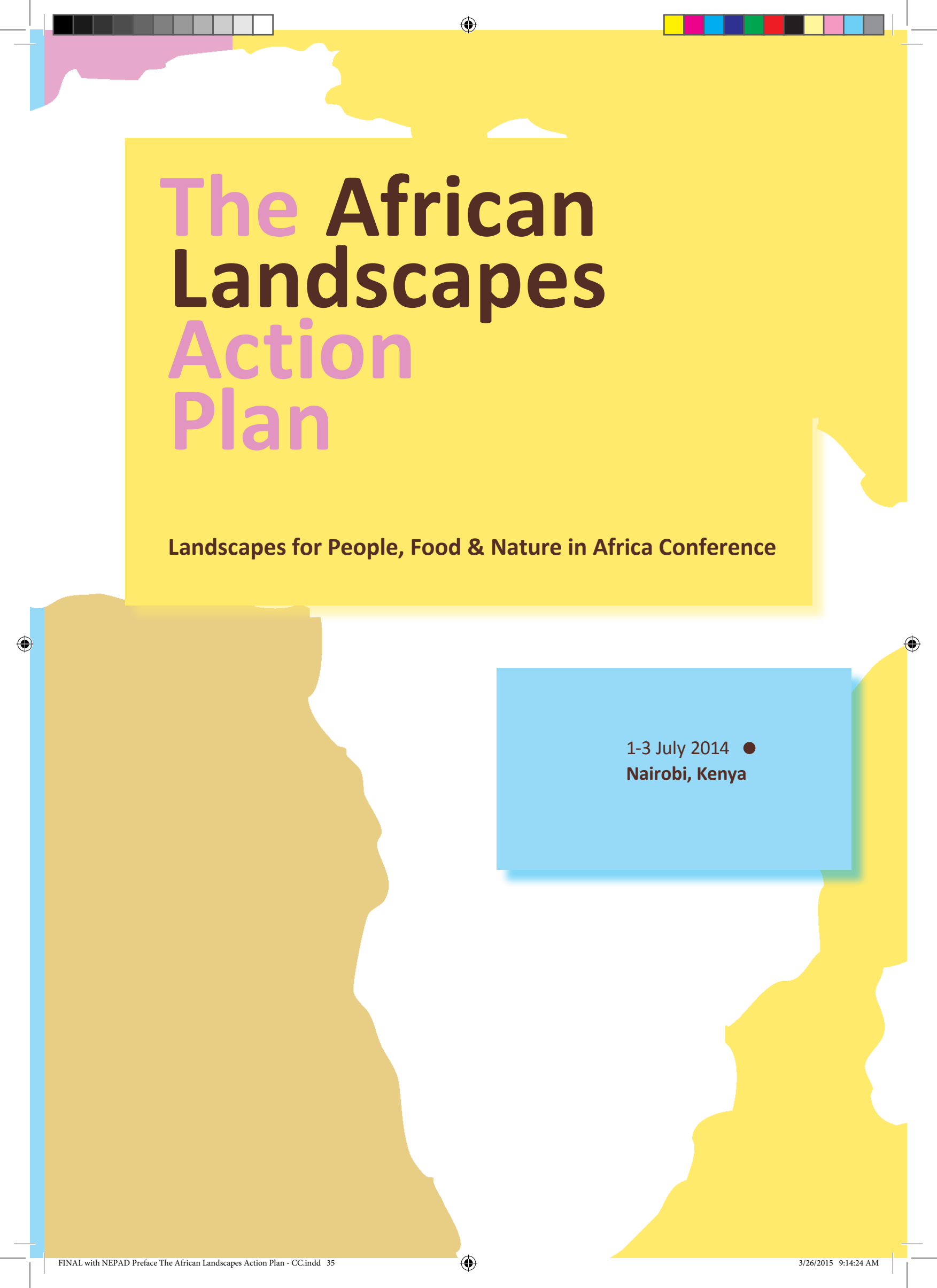
Ministry of Economic Affairs



Landscapes for
People, Food and Nature
An International Initiative for Dialogue, Learning and Action



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The African Landscapes Action Plan

Landscapes for People, Food & Nature in Africa Conference

**1-3 July 2014 ●
Nairobi, Kenya**

Despite doom and gloom projections, there is much dynamism and positive action to build on in Africa.

We took the next step to generate a powerful set of policy and programmatic plans for national, regional and international action.

Many of us committed ourselves and our organizations to move these plans forward.

We encourage anyone with an interest in the future of Africa to get involved. The time to take them forward is now.

lpfn-africa@ecoagriculture.org

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