1000 LANDSCAPES FOR 1 BILLION PEOPLE

STRATEGY FOR SCALING SUSTAINABLE LANDSCAPE SOLUTIONS FOR PEOPLE AND PLANET

Commonland
Conservation International
EcoAgriculture Partners
Landscape Finance Lab
Rainforest Alliance
Tech Matters
UN Development Programme

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1.1 Putting nature at the heart of sustainable development and green recovery

Challenge: nature in crisis

Nature's wake-up call to humanity could not be any louder amid multiple intersecting crises—food insecurity, degrading forests and agricultural lands, growing water scarcity, accelerating loss of biodiversity, destructive impacts from climate change, deepening poverty and inequality, and now a global pandemic. The COVID-19 pandemic is a brutal reminder of the close links between the degradation of nature and human health and well-being—and the imperative to balance the needs of people, prosperity and planet.

To overcome these interlinked challenges, economies must shift—and rapidly—from degradation to regeneration and trajectories of inclusive, sustainable and resilient green growth. This will require transformations not only at the individual farm, enterprise, supply chain and urban center levels, but also holistically at a landscape scale to restore and sustain ecosystem integrity, boost agricultural productivity and sustainable rural development, and increase the resilience of our food systems.

Opportunity: regenerating landscapes

Recovering from the human and economic devastation caused by the COVID-19 pandemic will require monumental investments and society-wide efforts. This presents a generational opportunity to 'build back better' with nature and people at the center. Mobilizing action and investment to sustain and restore landscapes at scale can play a pivotal role in ensuring a sustainable recovery for all—reducing the likelihood of future pandemics while accelerating the transition to inclusive and green economies and rebuilding planetary health and resilience.

The past few decades have seen progress in the development and testing of technical, institutional, market and policy solutions that enable stakeholders to better align and integrate efforts to sustain and restore healthy ecosystems, improve livelihoods and strengthen local economies at a landscape scale. While these solutions take many forms and have many names—such as participatory watershed management, indigenous territorial development, biological corridors through production landscapes, integrated territorial development and jurisdictional landscapes—the overarching inclusive approach is called **integrated landscape management (ILM)**.

Landscape Partnerships are central to ILM. In response to immediate challenges and looming crises, local actors are forming cross-sector Landscape Partnerships to collectively pursue agriculture, climate, environment and human well-being objectives [1]. These multi-stakeholder platforms take diverse forms and involve a wide range of actors, including farmers and farmer associations, community organizations, non-governmental organizations (NGOs), local authorities and government agencies, and businesses. These Landscape Partnerships often struggle, however, to organize collaborative and coordinated action, fund investable projects that can regenerate their ecosystems and economies, and to gain recognition and support for their action plans from national governments and the private sector.

It is time for bold action to unleash the transformative potential of integrated landscape management and to scale the efforts and impacts of Landscape Partnerships. Long-term collaboration across government, civil society and the private sector is urgently needed at an unprecedented scale if

landscapes are to sustain the provision of abundant food, fiber and clean water, support secure and dignified livelihoods, ensure healthy and productive ecosystems, and help mitigate and strengthen resilience to climate change. This imperative is the driving force behind the **1000 Landscapes for 1 Billion People** (1000L) initiative.

1.2 Accelerating and scaling sustainable landscape solutions

Goal and mission: empowered Landscape Partnerships

1000 Landscapes for 1 Billion People is a radical collaboration of farmer and community organizations, local governments, NGOs, companies and global organizations working together to dramatically accelerate landscape-scale efforts to sustain and restore ecosystems, build rural prosperity and confront climate change. Our **goal** is that by 2030 Landscape Partnerships are delivering sustainable landscape solutions across 1000 landscapes for 1 billion people—contributing powerfully to the Sustainable Development Goals and related national and international commitments for tackling food and water insecurity, biodiversity loss, land degradation and climate change.

To realize this goal, 1000L's **mission** is to go beyond traditional project and sectoral approaches and focus on the systemic changes that will transform the ability of Landscape Partnerships to accelerate and scale ILM solutions. This requires building an 'infrastructure' to provide access to the tools, finance and connections that Landscape Partnerships need to achieve holistic management of their landscapes.

1000L will progress through 3 phases (Table 1): Inception Phase (completed); Co-Design, Testing and Demonstration Phase; and Global Scaling Phase.

Table 1. Phases and key objectives for the 1000 Landscapes for 1 Billion People initiative.

Inception Phase (October 2019 –August 2020)	• Establish and strengthen the partnership • Consult with Landscape Partnerships, financial institutions and others to better understand their needs and priorities • Set 1000L strategic directions and design focus • Launch the co-design work feeding into the next phase
Co-Design, Testing and Demonstration Phase (September 2020 – December 2023)	• Co-design 1000L core interventions • Test and validate the effectiveness and added value of 1000L's core interventions and make improvements • Establish 1000L longer-term organization and governance arrangements • Set 1000L strategic directions and secure strategic partnerships and funding for the Global Scaling Phase
Global Scaling Phase (January 2024 – December 2030)	• Implement the scaling strategy and continue to iterate and improve the core interventions • Reach 1000+ landscapes with 1000L services and innovations • Shift finance institutions and flows towards longer-term investment in sustainable landscapes

The Co-Design, Testing and Demonstration Phase brings together four sets of actors:

- a Convener, to lead and coordinate implementation (EcoAgriculture Partners);
- a Steering Committee, including Lead Partners Commonland, Conservation International, EcoAgriculture Partners, Rainforest Alliance, Tech Matters, UN Development Programme, and the Landscape Finance Lab;

- 20+ organizations contributing expertise in integrated landscape management and finance, as Technical Partners: African Centre for a Green Economy (AFRICEGE); Africa Model Forests Network (AMFN); Capital Institute; Centro Agronómico Tropical de Investigación y Enseñanza (CATIE); Climate-KIC; Coalition for Private Investment in Conservation (CPIC); Cornell University; ETH Zurich; Fundación PRISMA El Salvador; IUCN-Netherlands; Kijabe Environment Volunteers (KENVO); Landscale; Latin America Model Forest Network (RLABM); Loom Capital; PBL-Netherlands; Regen Network; Root Capital; Sustainable Agriculture and Natural Resource Management Africa (SANREM); The MSP Institute; Tropenbos; Water & Land Resource Centre-Ethiopia; and World Resources Institute (WRI).; and
- around 20 Landscape Partnerships providing in-depth design and testing input.

The 1000L coalition of Lead Partners is uniquely positioned and committed to help realize the promise of locally-led, integrated landscape management—not just to work in their own projects, but to collaborate in building a global infrastructure to support all landscapes. The high level of commitment is reflected in their own technical contributions, the remarkable level of co-financing put forward, the selection of Technical Partners, and the positioning of Landscape Partnerships centrally in the design and governance of the initiative.

Through long field experience, they share an understanding of the systemic conditions constraining ILM and the need for system-level change. Through shared values (Box 1), the Lead Partners have developed and are finalizing a common methodology for ILM and impact measurement, informed by best practices and design research with Landscape Partnerships (see Approach below). The coalition is committed to local empowerment assisted by international action, rather than mobilizing local action mainly to implement national or international priorities.

Box 1. 1000L core values for radical collaboration

Holistic. We are committed to a holistic systems vision of regenerative landscapes.

Catalytic. We aim to catalyze systemic change for deep-rooted transformation that supports people to advance sustainable futures in their own landscapes.

Inclusive. We seek diverse knowledge systems and approaches to sustainable landscapes. We emphasize self-determination and are committed to enabling marginalized groups in landscapes to have an influential voice in landscape vision, planning and implementation.

Entrepreneurial. We seek to empower people to shape their own futures by building businesses and livelihoods in harmony with their environment. We seek demand-driven solutions. We share our ideas, innovations and tools—we do not impose them.

Collaborative. We cultivate democratic and participatory decision-making across all institutions and levels, and within our own collaborative efforts. We embrace a spirit of voluntary contribution, collective action and open source development. We commit to be a learning organization—regularly reflecting on our work, sharing with others and incorporating lessons learned into initiative design.

A shared vision for thriving landscapes

Each landscape, watershed, territory or jurisdiction is unique. But all face common challenges for collaborative action. 1000L has developed a shared framework to guide landscape regeneration action as well as to simplify communication among stakeholders and with potential allies in government, business and finance. The framework is based on the following principles.

Who:	All stakeholders in the landscape are working together as a **landscape partnership.**
What:	Achieve all **four benefits** from their landscape: **inspiration for the next generation, human well-being, healthy nature, and a regenerative economy.**
When:	Acting now, but with a **20+ year** generational vision and commitment.
Where:	Designing strategies that link **areas within a landscape for three purposes:** natural habitats; regenerative production and land use; and more sustainable settlements, infrastructure and industry.
How:	Through **five elements** of integrated landscape management and restoration: **Landscape Partnership** – developing a strong, long-lasting coalition of organizations in the landscape from across sectors and communities **Shared Understanding** – building common understanding of the state of the landscape, trends and future scenarios, and one another's interests **Vision and Planning** – forging a long-term inspiring vision and strategy, evaluating options, and developing spatially-targeted action plans **Taking Action** – coordinating actions, developing and financing an integrated landscape investment portfolio, tracking and communicating implementation **Impact and Learning** – measuring landscape impacts, capturing lessons learned, and using them to adjust the landscape strategy and action plan.

By joining together through long-term landscape partnerships, local people and communities can **connect with and influence** governments and policy, social movements, markets and finance, and contribute to systemic solutions for achieving the Global Goals.

A shared framework for landscape action

The 1000L shared methodological framework provides a generic guide for ILM that is broadly adaptable by diverse Landscape Partnership (Figure 1). The Framework defines in further detail the five elements and outputs of ILM. The development of a common measurement framework will be advanced during the Co-Design, Testing and Demonstration Phase.

This shared methodological approach integrates several characteristics that improves upon ILM-related efforts advanced individually by Lead Partners and others. The approach:

- Promotes an evidence-based strategy for ILM and ILM scaling;
- Is structured to establish a bridge between Landscape Partnerships and policymakers/financiers;
- Fosters radical collaboration through networked organization around a shared action framework, ILM process framework, and core values and vision;

- Focuses on empowering Landscape Partnerships as long-term change agents in their landscape (as opposed to outside planners);
- Focuses on institutionalizing the support structures for collaborative landscape management, rather than project-by-project;
- Focuses on enhancing the longer-term autonomy of Landscape Partnerships from dependence on technical and financial assistance;
- Promotes an integrated approach to landscape finance with a focus on local access and control; and
- Focuses on integrated landscape solutions that deliver multiple benefits.

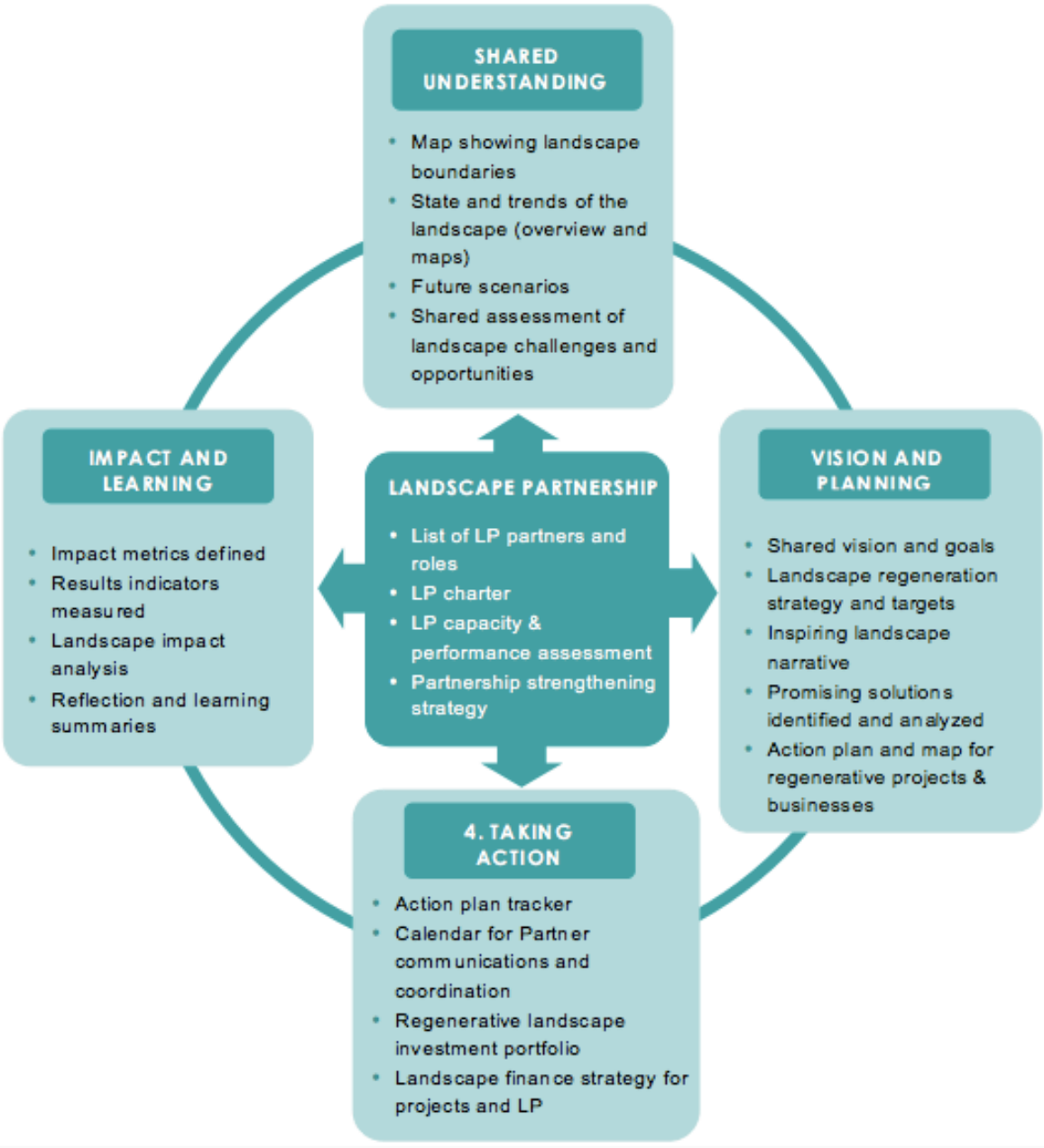

Figure 1. ILM process framework: 5 elements and summary outputs to guide locally-led landscape regeneration planning and action. (LP: Landscape Partnership)

2. THEORY OF CHANGE

2.1 Barriers to scaling integrated landscape management

Landscape Partnerships face major impediments in their struggle to sustain and restore ecosystems and local economies. Current efforts to advance integrated landscape management remain fragmented and under-resourced, falling far short of what is needed. We have found that most ILM efforts confront three main systemic barriers.

Local stakeholders' vision and priorities are undermined by top-down development strategies. Even when stakeholders work hard to build collaborative visions and strategies, these often are ignored or bypassed by policies and programs of national governments, corporations and international organizations. Available landscape 'support' is often short-term and top-down in practice, as national governments, international NGOs or other big players who have access to larger and complex international funding sources take charge of landscape planning in pursuit of a pre-existing agenda, rather than building the support structures and incentives needed to empower local self-determination.

Expertise to initiate, develop and facilitate landscape-scale partnerships is scarce, often costly relative to available resources, and difficult to access. Collaboration at landscape scale is challenging and complex. Highly relevant tools, training and expertise that could assist communities to embark on and implement ILM are often hard to access, costly and not available in local languages. Long-term partnership development, planning, and implementation capacity have long been considered the niche of the consultant or international NGO, rather than being locally grounded and driven by local leadership.

Landscape Partnerships are unable to mobilize investment at scale to achieve transformation to inclusive green economies. Local efforts to mobilize finance and investment face a double challenge. ILM partnerships generally lack a coherent landscape investment strategy, supportive local policies, understanding of risk mitigation, and mechanisms for aggregating small projects. At the same time, financiers are not prepared to engage with local ILM partnerships in support of the multi-sector, multi-project investment portfolios needed for landscape transformation. Most available financing is for larger-scale single-sector projects or deals, and most financiers do not have the tools to evaluate the risks of ILM investments. Multilateral and bilateral funding programs are structured to put decision-making power at national and international rather than landscape level, have high transaction costs, and their multi-year application cycles are difficult to manage. The prevailing project-by-project approach to tackling land and resource management challenges is often ineffective, fragmented by sector and too short-term, making it difficult for local Landscape Partnerships to pursue longer-term integrated strategies.

2.2 Main interventions

To overcome these barriers, the 1000L theory of change (Figure 2) is structured around four inter-linked core interventions (Figure 3) to 'build the ecosystem' for scaling ILM globally by 2030. The aim is to add value to and 'turbo-charge' the work of existing and emerging Landscape Partnerships, and programs supporting them, by ensuring they have access to the tools, capacity building, finance and connections they need to achieve their vision of thriving communities, ecosystems and economies.

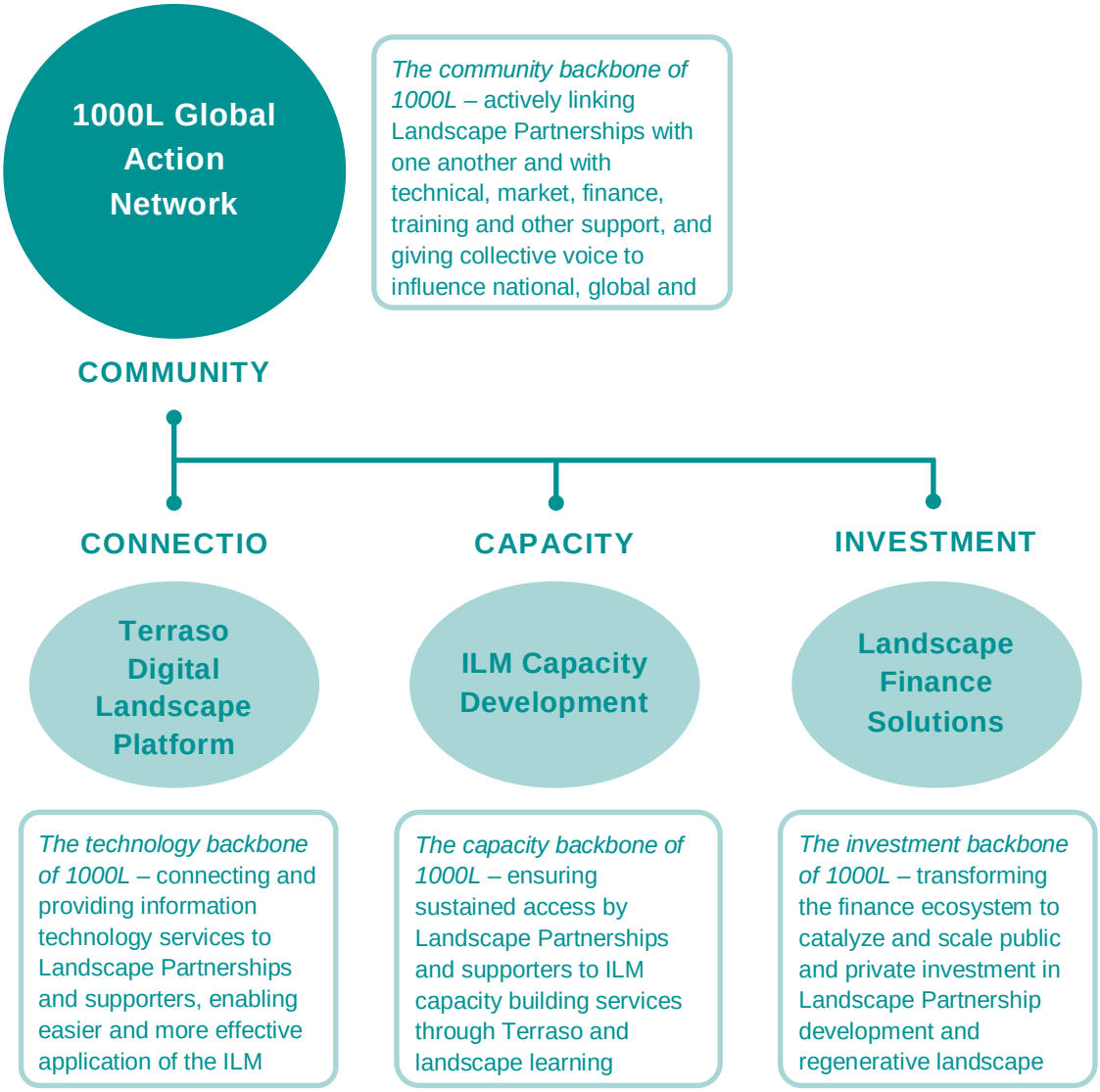

Figure 2. Four core interventions that will provide the 'infrastructure' for scaling sustainable landscape solutions and impact

2.3 Scaling strategy for systems change

The Lead Partners have devised a scaling strategy for the 1000L core interventions to drive systemic change. The initiative will scale regenerative impacts to 1000 landscapes by 2030 in four ways:

- ***Direct support through intensive engagement:*** Begin work intensively with 15-20 Landscape Partnerships to co-design and test 1000L tools and approaches and demonstrate proof of concept, with intensive monitoring. These are landscapes in diverse agroecological and institutional contexts with which the Lead Partners are already working closely and have prioritized for 1000L testing. 1000L Lead and Technical Partners will then apply and evaluate these tools and approaches, and generate lessons learned, with at least 50 Landscape Partnerships within their own networks. Table 2 below presents a list of initial Landscape Partners.
- ***Indirect support by strengthening institutions to build ILM capacity:*** Help landscape learning networks, government agencies, training centers and NGOs to train and backstop Landscape Partnerships, via training-the-trainers, mentoring, cross-learning, and financial intermediation and advisory services—along with the Terraso Digital Platform and moderated activities of the 1000L Global Action Network.

- ***Remote support through globally available online services:*** Ensure the Terraso Digital Platform and 1000L Global Action Network, including distance learning opportunities, are available remotely to Landscape Partnerships around the globe and actively used.
- ***Catalyze widespread use of integrated landscape finance mechanisms and strategies:*** Work with local, national and international financial institutions (public, private, civic) to design and deploy innovative finance solutions that meet the needs of locally-endorsed integrated landscape investment portfolios.

While 1000L's primary focus is to provide products and services of value to Landscape Partnerships, we will leverage strong relationships with key international actors and processes to help scale their use and impact. We expect to play a highly visible role in the UN Food Systems Summit (and are engaged in the preparatory process), the UN Decade for Ecosystem Restoration (potentially as a Supporting Partner), the Global Environment Facility's development of the GEF-8 program, the post-2020 Biodiversity Framework of the Convention on Biological Diversity, the Land Degradation Neutrality movement of the Convention to Combat Desertification, efforts to advance Nature-Based Solutions for climate change mitigation and adaptation linked to the UN Framework Convention on Climate Change; and efforts to promote integrated approaches to achieving the SDGs.

We will focus our efforts on: 1) outreach to reinforce messages about the value of locally-led, multi-stakeholder landscape partnerships in achieving national and international goals and commitments; 2) encouraging the use of 1000L products and services by Landscape Partnerships supported by those programs; and 3) promoting the adoption of integrated landscape finance mechanisms in major sustainable development and environment investment programs.

The final results chain is summarized in Figure 3, which shows the Outputs and Outcomes of the Design, Testing and Demonstration Phase by end 2023, and of the Scaling Phase by end of 2030.

Table 2. Candidate landscapes for direct support for testing tools and demonstrating proof of concept

Region/Country	Landscape	1000L Lead/Technical Partner
AFRICA		
Cameroon	Mount Bamboutos and Mount Bana, Western Highlands	Rainforest Alliance
Kenya	Kiambu County	EcoAgriculture Partners
South Africa	Langkloof Landscape	Commonland
ASIA/PACIFIC		
Fiji	Great Sea Reef Landscape/Seascape	Landscape Finance Lab
India/Nepal	Terai Arc	Landscape Finance Lab
Indonesia	Sintang District, West Kalimantan	Rainforest Alliance
LATIN AMERICA		
Ecuador	ACUS Península Galera San Francisco	Regen Network
Guyana	Rupununi Landscape	Conservation International
Mexico	Corredor Biocultural Centro Occidente de México	EcoAgriculture Partners
Peru	Alto Mayo Forest Region of San Martin	Conservation International
EUROPE		
Spain	Asociación AlVelAl (Altipano Estepario)	Commonland

Impact	***Landscape Partnerships are delivering sustainable landscape solutions across 1000 landscapes for 1 billion people—contributing powerfully to Sustainable Development Goals and aligning actions to meet global targets for tackling food and water insecurity, biodiversity loss, land degradation and climate change***			
GLOBAL SCALING PHASE 2024-30 **Outcomes 2030**	**The Terraso digital platform is enabling easier and more effective application of the ILM process, with enhanced impacts, in 1000+ LPs**	**Learning networks and training institutes are delivering support to 1000+ LPs for ILM process, tools, business development, finance and impact assessment**	**Institutional innovations across the finance system have increased private and public financial flows to pipelines of projects in 1000+ locally-led landscape investment portfolios**	**New connections and alliances have helped 1000+ LPs advance their ILM goals**
Outputs 2030	• User-friendly digital Terraso platform is fully functional and globally accessible • Terraso platform services are sustainably managed and financed • Scaling strategy 2024-2030 implemented	• 50 learning networks/training institutes supported to incorporate ILM curriculum and capacity-building models for LPs • ILM facilitator certification program in place • ILM support systems institutionalization promoted in at least 5 countries • Scaling strategy 2024-2030 implemented	• Innovative finance mechanisms, tools and vehicles developed and tested • Financing of landscape investment portfolios aided in 250+ landscapes • International/national programs and financial institutions engaged to use integrated landscape finance mechanisms and connect to 1000L Network of LP's • Scaling strategy 2024-2030 implemented	• Global Network actively linking 1000 LPs with one another, and with organizations providing technical, market, finance, training and other support • Network inputs used in achieving 100+ national, international and corporate policy actions taken in response to voices of LPs • Scaling strategy 2024-2030 implemented
CO-DESIGN, TESTING & DEMO PHASE 2020-23 **Intermediate Outcomes 2023**	**Cross-cutting: Strong, lean and nimble 'Hub' organizational structure and governance; knowledge and communications; and partner coalition in place to catalyze and facilitate scaling of 1000L core interventions in 2024-2030**			
	Demonstrated value of Terraso in helping LPs to implement ILM more efficiently, effectively and inclusively, for 50+ LPs	**Demonstrated value of ILM curriculum and support delivery modes, for 10+ NGOs, govt programs, UN agencies, learning networks and training institutes, supporting 100+ LPs**	**Demonstrated value of integrated landscape strategies for developing and financing investment portfolios in 5+ landscapes; and landscape finance models for 5-10 financial institutions/programs**	**Demonstrated value of Network for knowledge-sharing, action alliances, and connections with experts, market actors, public programs, for 50+ LPs**
Intermediate Outputs 2023	• Backbone software platform (including for Network), developed, tested and available • Software versions of core ILM tools, tested and available • Enhanced versions of existing software tools and data integrated into Terraso, tested and available • Sustainable business model for Global Scaling Phase developed • LP user assessment protocol applied • Scaling strategy 2024-2030 defined	• ILM core curriculum and special topic modules developed, tested and available • Priority tools developed/refined (LP formation, finance, etc.) • Curriculum delivery modes tested (direct, indirect, remote, hybrid) • Protocols for capacity assessment and tracking tested • Model designed for mainstreaming support to LPs at national scale • Scaling strategy 2024-2030 defined	• Data generated and impacts of integrated landscape finance modelled and analyzed • Strategies to mobilize and support public, private and civic financing for integrated investment portfolios of 5+ LPs • 5+ landscape investment mechanisms designed with 5-10 finance institutions to fill gaps in landscape finance system • 20+ influential finance institutions engaged to partner with 1000L • Scaling strategy 2024-2030 defined	• Network processes, organization and feedback mechanisms established, tested and operationalized • LP innovation working groups facilitated • Self-organized LP action and advocacy efforts are assisted by the Network • Network LP user assessment protocol applied • Scaling strategy 2024-2030 defined
Core Interventions	**Terraso Digital Landscape Platform**	**ILM Capacity Development**	**Landscape Finance Solutions**	**Global Action Network**

Figure 3. The 1000L theory of change: empowering Landscape Partnerships (LPs) to accelerate and scale sustainable landscape solutions.

2.4 Integrated landscape management: building on the evidence

1000L is building on an emerging knowledge base for integrated landscape management. Between 2013 and 2016, EcoAgriculture Partners and LPFN research partners surveyed 428 examples of locally-driven, long-term ILM in South and Southeast Asia [2], Latin America and the Caribbean [3], sub-Saharan Africa [4], and Europe [5]. These partnerships had been operational for several years and involved stakeholders from different scales and sectors working toward multiple objectives for agriculture, environment and human well-being. ILM arised through grassroots movements [6] and is increasingly promoted by international NGOs, UN agencies and national governments in strategies for climate change mitigation and adaptation, land and forest restoration, food systems transformation, and green economy transition.

A key assumption in the 1000L theory of change is that integrated landscape management approaches will be more effective and efficient than traditional project and sectoral approaches in tackling the inter-linked challenges of food and water insecurity, biodiversity loss, land degradation, climate change and improving human well-being.

Between 2012-2019, the Landscapes for People, Food and Nature initiative, led by EcoAgriculture Partners[1], published 27 studies synthesizing the evidence and state of knowledge about different aspects of integrated landscape management—benefits of ILM (for climate change mitigation and adaptation, biodiversity, agrobiodiversity, food security, water security, sustainable city-regions, etc.); landscape finance, markets and business; and policy, property rights and governance. See full publication list here. Evidence shows that ILM can support climate change mitigation and carbon sequestration [7] [8], sustain institutional processes for climate change adaptation [9] and resilience [10]; enhance livelihoods [11]; and meet the SDGs in an integrated way [12]. A recent comprehensive and critical review of scientific (peer-reviewed) and grey literature evaluated the effectiveness of landscape approaches. The review findings indicate that landscape approaches show strong potential as a framework to reconcile conservation and development by building social capital, enhancing community income and employment opportunities, as well as reducing land degradation and conserving natural resources [13, 14, 15]. 1000L is also building on decades of analytical work and field experience of the Lead Partners, Technical Partners, and Landscape Partnerships themselves supporting the development of landscape initiatives and partnerships across all types of agroecosystems and socio-political environments.

These studies show that the knowledge base is sufficiently robust to inform an ambitious scaling strategy, while highlighting remaining gaps which 1000L can help to address. The biggest gap in evidence is the lack of comprehensive inter-temporal comparative documentation of multi-dimensional changes in landscape values for production, biodiversity, ecosystem services, employment, economic activity, etc. Thus, we have many case studies on land cover change, or production change, or income change or carbon storage at landscape scale, but few that document all. A key rationale for developing the LandScale landscape assessment methodology was to systematize this type of multi-dimensional

[1] LPFN was co-organized by EcoAgriculture Partners, Bioversity International, FAO, the Ministy of Economic Affairs of the Government of the Netherlands, Solidaridad, UN Environment, World Agroforestry Centre, World Bank, World Resources Institute and included an additional 75 partners.

assessment over time. In 1000L, both Terraso and the ILM Capacity Development work will prioritize the application of such systematic, multi-factor impact assessments.

3. INCEPTION PHASE RESULTS (OCTOBER 2019 – AUGUST 2020)

In a relatively short span of time, 1000L has forged a strong and committed Lead Partners team around a shared vision and set of core values; effectively engaged the Technical Partners and an initial group of Landscape Partnerships; and raised positive awareness of and interest in the initiative. The 1000L's Inception Phase extended from October 2019 through August 2020. The bulk of the work during this phase was done by four Design Teams: Terraso Digital Platform, Landscape Finance Solutions, Organization and Governance and ILM Capacity Development. A cross-cutting Core Design Team of about 15 people met remotely every two weeks to oversee progress and outputs for each Design Team, coordinate Design Team activities, and jointly discuss overall strategy for the initiative.

The Inception Phase achieved its objectives, establishing a strong foundation for the Co-Design, Testing and Demonstration Phase and supported by the collaborative Design Teams. Major results include:

- Strengthened the 1000L partnership and mobilized broader stakeholder awareness and support;
- Sharpened 1000L's strategic focus, theory of change and scaling strategy;
- Deepened understanding of the needs and priorities of Landscape Partnerships, and defined design criteria and next steps for development and testing of 1000L innovations;
- Defined a shared 'ILM Process Framework' to provide a common methodology adaptable to different local contexts and to help guide user-centered design of 1000L products and services;
- Developed initial design for the Terraso Digital Platform and associated ILM tools;
- Evaluated landscape finance needs, reviewed innovative finance models to support integrated landscape investment and engaged finance innovators;
- Defined 1000L's organization and governance design principles, established interim governance arrangements and explored alternative models;
- Convened a virtual Co-Design Workshop with the Lead Partners, Technical Partners, landscape leaders and funders to: (i) build collective understanding of 1000L vision, mission/purpose and strategic approach; (ii) review and assess draft Design Team findings and proposed next steps in the design process; and (iii) help map the way forward for each Design Team;
- Began exploring engagement with related major initiatives ranging from the UN Decade on Ecosystem Restoration to Olam Living Landscapes, the Tropical Forest Alliance and Global Evergreening Alliance; and
- Participated in a number of global fora to both raise awareness about 1000L and to advocate for the inclusion of integrated landscape approaches in major policy processes and initiatives.

4. CO-DESIGN, TESTING AND DEMONSTRATION PHASE (SEPTEMBER 2020 – DECEMBER 2023)

The Co-Design, Testing and Demonstration Phase started in September 2020 and will run through December 2023 (40 months), with Years 1 and 2 focused on designing, prototyping and validating 1000L's core interventions, and Year 3 focused on refining and transitioning to operational models at

scale. Expected results and priority areas of activity for the four 1000L core interventions as well as cross-cutting coordination and governance are outlined below.

4.1 Terraso Digital Landscape Platform

Outcome 2023: Demonstrated value of Terraso in helping Landscape Partnerships to implement ILM more efficiently, effectively and inclusively, for 50+ Landscape Partnerships.

The Terraso Digital Landscape Platform is conceived as the central technical infrastructure supporting the work of 1000L. In order to help Landscape Partnerships succeed quicker and at lower cost, Terraso will incorporate the best available tools carefully chosen to support the 1000L ILM Process Framework and that respond to concrete needs of Landscape Partnerships identified through interviews with 20 local landscape leaders during the Inception Phase. Five themes emerged from these consultations with local leaders:

- build it to work with our technology and our capabilities;
- ensure we get the data about our place;
- deliver maps we can use;
- help us communicate with our community and the world; and
- help us get the money we need.

The Terraso platform is guided, first and foremost, by the needs of the landscape users, but will also incorporate and support 1000L innovations advanced through the other core interventions. While the intersection of Terraso and ILM Capacity Development is not yet complete, it will likely focus on two areas: (1) discovery—if Terraso is already a destination for local landscape leaders, then it provides an opportunity to make those leaders aware of capacity building materials and opportunities; (2) delivery—although some capacity development will be delivered in-person through 1000L activities and those of regional partners and institutions, we expect that much of the content, whether written, audio, video, or interactive will be delivered directly from the Terraso platform. In these scenarios, the Terraso website, the underlying enrollment mechanism and communications infrastructure, and specific mobile software (e.g. an education app which stores lessons for use when no internet connection is available) will all work together to support the discovery and delivery of developmental materials. Terraso will also facilitate communications for both peer-to-peer support and access to consultative expertise.

The intersection of Terraso and 1000L's financial innovations will be similar: the goal is to provide digitally, either through a web site or a collection of mobile apps, the ability for local landscape leaders to document financeable projects, identify potential funders, connect with interested funders, and provide information valued by funders (e.g., on landscape impacts). Funders will, of course have their own investment processes, but the long-term goal for Terraso is to improve the efficiency and reduce the burden of both the application process and the required ongoing reporting.

Terraso's role in facilitating collaboration is described under 4.2.4 Core Intervention: Global Action Network.

The core capabilities of the Terraso platform are described in Box 2 below. New priorities will be added as the user-base of our tools expands and further critical needs/capabilities are identifie

Box 2. Terraso Digital Platform Capabilities

The following capabilities will be built into a unified software platform, in service of the stories and themes we heard from local landscape leaders:

1. **Data commons**, created to ensure that critical data is preserved and accessible both to the local community for planning and learning. Existing data-driven tools in the climate space do not work well together because critical infrastructure is lacking. Terraso will make linking these tools easier, and make data re-use the norm instead of the exception. This is critical for engaging researchers and machine learning experts, making practical the development of deep learning models across many ecosystems.
2. **Mapping features**. Accessible maps and visualizations will be created to illustrate what business-as-usual looks like compared to different scenarios within the reach of the community. In the initial versions, this will revolve around existing and past map-based data, projecting forward obvious trends.

3. **ILM dashboard** will support the process of creating the stakeholder partnership by 'semi-automating' this very human-centric process. The shared vision and action plan created by key stakeholders in a landscape is the central driving part of ILM.

4. **Action plan financing** will focus on adapting the current paper-based approaches to finding financing for the landscape action plan, by creating digital versions of these paper tools. The goal is to bridge the gap between the entrepreneurs and business leaders in a landscape seeking funding and the investors who are looking for viable investments which advance both return and social impact goals.

5.Data collection will experiment with 'Citizen Science' as a key component of bringing locally relevant data to bear on these issues; equipping any community to collect data points in the field, with that data automatically flowing to the data commons with the appropriate date/location/methodology/collector metadata for application of compatible analysis tools.

1. **Performance tracking**. Since Terraso will be a collection of tools and capabilities, each of these tools and features will have its own appropriate analytics. Modern software development tools make it very easy to monitor both how much an app or website is being used, and which parts of it are being used the most. We expect to have detailed analytical data from every Terraso capability. The platform will also be designed to track impact data in multiple ways, and over differing time periods. For example, in the early years of Terraso, we expect to be focused on activity measures: how many landscapes have created action plans? How much data (and what types) are being uploaded into the data commons? How much capital has been sourced and deployed, as captured in the landscape finance modules? In the medium and longer term, we expect to be integrating activity data with actual impact data, such as how many hectares of degraded land have been regenerated or have farmer incomes increased while water use stabilized or decreased? (Also see Box 3. Responsible Data Management).

2. **Scenario building** will allow to generate interactive 20-years simulations for the landscape under different scenarios, making often incomprehensible map-based models highly accessible and personal to community members. This is our most exciting application of advanced AI techniques, to make the most compelling case for the need for change, and modeling what a better future would look like.

8. **Open source software and APIs** with standardized shared metadata and processes to enable wider use and adaptation of the platform, and making the linkage of disparate tools far easier.

Output 1: Backbone software platform (including Network), developed, tested and available

The Terraso website will be organized around the 1000L ILM Process Framework. Each of the five elements will link to explanatory materials, specific software tools useful in preparing the outputs, capacity building tools to prepare the team for pursuing those outputs, and so forth. Most software tools will be mobile-first with core design precepts of accessibility and localizability. This **backbone platform** will hold the capabilities described in Box 2 above and will be created and tested during the Co-Design, Testing and Demonstration Phase. This process will follow a user-centered design approach geared towards maximizing product/market fit by constantly testing our assumptions against real user feedback. Software development is not expected to push the state of the art in terms of technology, which reduces implementation risk, but rather will focus on bringing usable and accessible tech tools to the Landscape Partnerships. By having our testers in local landscapes, we expect to learn quickly about technology limitations as experienced by our users, e.g. issues arising from weak internet infrastructure and limited user capacity.

Through **iterative prototyping and development** (see Table 5 Co-Design, Testing and Demonstration Phase summary workplan further below), user feedback will be continuously incorporated into the growing Terraso features and capabilities. The software will initially be tested by a group of five to ten landscapes (see list of candidate landscapes in Table 2) selected for their diversity and willingness to engage over a 9-to-2 month development process. We plan to have the first production-ready software available for use in mid-to-late 2021. As progress is made, the hands-on user testing will grow to at least fifty landscapes in 2023. The portions of Terraso currently being developed include:

- **The core website**: we have selected WordPress for the main framework and hired a website developer to prototype the first iteration of the site.
- **Mobile mapping tools**: we are doing user testing with the landscapes on various existing and prototype mobile mapping tools, looking at the suitability of various user interface approaches and concepts, and refining the specific feature set needed by the landscape leaders.
- **Mobile data capture tools**: we are evaluating two open source mobile data capture tools which support mixed media (i.e. photos, audio, text entry, GPS data) for their suitability to connect to the Terraso platform.
- **Mobile offline capacity delivery**: we have been prototyping a cross-platform mobile app (Android, iOS, Windows, Mac) which allows the selection, local storage (on the device, so available with no internet connection), and playback of textual, audio and video resources.
- **Landscape Partnership formation**: we have been working with the ILM Capacity Development Design Team to review their initial guidance document and jointly identify a first project for a digital tool to support landscapes in LP formation.

- **Project management**: we have met with the software development team responsible for the Miradi conservation project management software to identify overlap between their mission and the broader field of ILM in hopes that Miradi might form a basis of ILM project management as well.

Box 3. Responsible Data Management

Terraso is a data collection engine at its core, designed to track impact data automatically in multiple ways, and over differing time periods. As indicated in Box 2, the platform will include local data commons—integrated local and cloud storage of critical landscape data and application programming interfaces for data input and output, expected to maintain the accessibility of landscape data for at least a decade.

Since local control over locally collected and generated data is a core Terraso and 1000L value, much of this granular on-the-ground impact data will remain in the hands of the landscape stakeholders. Whilst privacy laws and practices vary around the globe, we will design for local control and ownership. Landscape data captured and held by Terraso will be governed by transparent data privacy and security agreements. Landscape Partnerships will always have the option to operate their own copy of the Terraso software, providing complete control of their data. 1000L and the Terraso implementers will have no special privileges with respect to data, until and unless the Landscape Partnerships choose to share. However, we feel confident that we will be able to report aggregated impact data while honoring our confidentiality and control commitments with our users.

Terraso will start as the combination of an open source software project and hosting service operated by Tech Matters (but hosted on existing commercial service providers). We have chosen GreenGeeks as the initial hosting company for current prototypes. Preference will be given to open source projects in selecting existing tools for collaboration. Portions of the Terraso software will be made available for landscapes to download and use on the smartphones and laptop computers of landscape leaders and community members. Other portions will be 'hosted' for the purposes of broad access and automatic backup. The plan is to establish functional governance coordinated with 1000L, active users of and contributors to the Terraso project. Furthermore, third parties could enter the business of providing Terraso hosting on a regional or global basis if they chose to—this is the power of open source.

Output 2: Software versions of core ILM tools, tested and available

Terraso expects to **build, adapt and digitize key tools** for implementing the five elements of the ILM process (see Core Intervention: ILM Capacity Development below). Some of the best tools exist only in paper form and we expect to translate them (at least in part) to a digital form. Some of the missing pieces we expect to prototype include:

- An overall landscape management dashboard: the destination point for landscape leaders to access Terraso tools and data reflective of the elements of the ILM process framework;
- Tech tools for assisting the formation of multi-stakeholder Landscape Partnerships and the process of reaching common understanding, vision and a plan for the landscape; and

- Landscape finance and investment tools (see Core Intervention: Landscape Finance Solutions below).

Output 3: Enhanced versions of existing software tools and data integrated into Terraso, tested and available

We are already in discussion with a handful of potential collaborators with existing software and data assets we expect to pair with Terraso. At the local tool level, we have been in frequent conversations with Digital Democracy about linking MAPEO and Earth Defenders Toolkit with Terraso. We have made a small subgrant to Terrastories, a project of Amazon Conservation Team which is expected to be part of Earth Defenders Toolkit, to make it easier to integrate with other tools. There are numerous other landscape-level tool projects that may be potential collaborators. We have started conversations with a handful of these, such as LandScale and WRI.

Output 4: Sustainable business model for Global Scaling Phase developed

We plan on conducting this social enterprise with a high degree of transparency and openness, and hope it serves as a model demonstration for how powerful tech platforms can be in serving the needs of impact stakeholders, including businesses, when the standard tech market model would have failed to meet these needs. Although the business model will be explored in greater detail as the platform develops, one possibility is to charge user fees, based in part on ability to pay, to cover the ongoing operational costs while continuing to look to grants to fund capability expansion.

Output 5: LP user assessment protocol applied

Once the initial version of the Terraso platform is ready for public use (expected around mid-2021), the team will develop a protocol for assessing aspects of utilization by monitoring software use (components used, frequency, etc.). A methodology will be developed to assess user experience, and ILM actions implemented or enhanced by use of Terraso for greater efficiency, effectiveness and/or stakeholder inclusion.

Output 6: Scaling strategy for 2024-2030 defined

Because the Terraso Platform will be easily accessible to any landscape partnership with access to the internet and a digital device, scaling its use will depend on reaching prospective users to inform and enthuse them about trying it, and (for many) support services that will facilitate the process of learning to use it.

A strategy for scaling beyond 2023 will be developed from what 1000L learns from regular interaction with the first cohort of users, and from experience with ILM Capacity Development on training and support. While we anticipate that components of a scaling strategy will be patterned after these outputs, we may learn that some have fulfilled their purpose and need not be carried forward, while others may be needed. Steps to develop the scaling strategy are likely to include:

- Reflect on user and trainer feedback collected during 2020-2023;
- Identify and engage with partners and programs positioned to scale Terraso use in their own programs and networks, as well as mechanisms for marketing the platform (e.g., through the Global Landscapes Forum);
- Organize and facilitate a virtual Scaling Strategy Co-Design Workshop with key actors who could catalyze scaling;

- Prepare draft Scaling Strategy for review by existing and prospective 1000L partners who could help in scaling; and
- Finalize Strategy.

4.2 ILM Capacity Development

Outcome 2023: Demonstrated value of ILM curriculum and support delivery modes, for 10+ NGOs, government programs, UN agencies, learning networks and institutes, supporting 100+ Landscape Partnerships.

1000L aims to reduce the time and cost needed for Landscape Partnerships to efficiently, effectively and inclusively implement the core elements of ILM. This means understanding landscape processes, strategies for landscape transformation, spatial analysis, and facilitation skills needed for developing and sustaining multi-stakeholder partnerships; integrated landscape assessment; visioning and planning; development of landscape investment portfolios; and impact assessment.

The importance of the ILM Capacity Development intervention was a key finding of our design research in the Inception Phase and is critical to the 1000L scaling strategy (direct, indirect, remote, and advocacy, see section 3.3). While the link to Terraso is essential for the 'remote support' pillar of the scaling strategy and will 'hold' capacity-related material, the Capacity workstream goes well beyond Terraso for the 'direct' and 'indirect' support pillars. Through the Co-Design, Testing and Demonstration Phase, 1000L will produce foundational tools, curricula and models for building strong capabilities of landscape leaders and Landscape Partnerships, and will develop an approach for mainstreaming capacity-building at the national level through national professionals and leaders to ensure long-term training and advisory support of Landscape Partnerships.

Co-design, testing and demonstration will focus on building a program that is engaging, motivating and stimulates innovation, in addition to imparting essential knowledge and skills. Our design and testing of the training curriculum and delivery modes will also include developing a business model for financing capacity building activity. We will draw from training resources and materials from 1000L Lead and Technical Partners and our respective peer networks, and plan to create those that may be lacking or insufficient in concert with Landscape Partnerships.

Output 1: ILM core curriculum and special topic modules developed, tested and available

A key component under this pathway is the development of a locally adaptable **curriculum based on the shared 1000L ILM process framework**. Landscape leaders and developers consulted during the Inception Phase consider capacity building and backstopping in ILM—beyond the use of tools—to be critical to success. Specifically, partners in the field consistently expressed the need for training in multiple aspects of implementing ILM to adequately prepare themselves for leadership roles in the process. ILM Capacities Design Team members are experienced in diverse approaches to capacity building, enabling rich and informed discussion regarding the optimal choice and sequencing of training content, delivery modes (see Intermediate Output 3) and activities. The consequent capacity building approach for 1000L is linked to the work of all Design Teams to ensure that Landscape Partnerships hold the knowledge, skills and values needed to confidently carry out each element of the ILM process framework.

The curriculum will be designed to be coherent and comprehensive. It will demonstrate the value of contextualizing learning modules and lessons to local circumstances through the use of carefully selected examples and illustrations. Detailed guidance for curriculum facilitators will emphasize the value of including collaborative learning activities in each lesson. It also will stress the value of reflection by learners on the material and activities they have been exposed to, and of generating 'lessons learned' briefs to share with organizations that support the capacity building activities in any way.

Output 2: Priority tools developed/refined (Landscape Partnership formation, finance, etc.)

High-value, user-friendly ILM tools will be evaluated, refined and digitized (or semi-automated) to link with the Terraso Digital Platform. An initial inventory of tools with which 1000L Lead and Technical Partners are familiar has produced a growing list of more than 300 tools that have been briefly described and organized. Interviews with strategically selected landscape leaders and landscape developers/supporters revealed about a dozen tools, or suites of tools, that have been particularly valuable in supporting landscape development processes. Most have been used to support the first three elements of the ILM process framework—establishing the partnership, jointly assessing issues and opportunities in the landscape, and action planning. Interviewees seek access to tools that:

- have been vetted and recommended by peers and other experts;
- can be readily adapted and localized; and
- are efficient and easy to use.

Criteria for initial priority tool selection include:

- **Role:** The tool aligns with one or more steps of the 1000L ILM process framework (see section 2.2).
- **Accessibility:** The tool is accessible to relevant users through simple and easy to use technology.
- **Capacity:** Relevant users have the capacity to use the tool and do not need extensive training or capacity building to use it.
- **Automation:** The tool can be converted into a digitized or semi-automated format.
- **Ownership:** The creators or owners of the tool are willing to include their tools as part of the Terraso Digital Platform and do not have competing interests.

A Tools Task Force hosted by the Capacity Development Team bridges across the Terraso and Finance Design Teams. The Task Force has initiated the development of 'guidance documents' that correspond with the 5 elements and 20 outputs of the ILM process framework depicted in Figure 1. The prototype guidance documents provide overviews of the ILM elements and specify steps and related tools to generate the outputs associated with each. It also links these tools to guidance and capacity building resources on how to best use them. Tools described in the guidance documents will be drawn from our initial inventory that best fit the initial criteria for priority tool selection described above and that meet the expressed needs of Landscape Partnerships. The Task Force will test the value and design of the prototype guidance documents with Landscape Partners and iteratively refine them to ultimately produce a coherent and comprehensive set of guidance for the entire ILM process framework.

Output 3: Curriculum delivery modes tested (direct, indirect, remote, hybrid)

In line with the overall 1000L scaling strategy (section 3.3), the three-pronged approach to curriculum delivery involves:

- **Direct** mentoring of landscape leaders with the 'intensive learning' and Lead and Technical Partner-supported landscapes;
- **Indirect** training through formal institutions and landscape learning networks utilizing train of trainers (TOT) and peer learning methods; and
- **Remote** training though the Terraso Digital Platform, other distance learning platforms and the 1000L Global Action Network.

The direct, indirect and remote modes of curriculum delivery may be combined to create a hybrid approach. Different configurations will be designed and tested based on need and affordability in particular settings.

The sequencing of capacity building activity during the Co-Design, Testing and Demonstration Phase will first involve developing and testing the curriculum and models with partners working in the 'intensive learning' landscapes. Meanwhile, the team will undertake further design research with existing landscape learning networks (more than a dozen have already been identified and indicated their interest in collaboration, see paragraph below), national training programs (especially in the countries that seem ripe for scaling), and other organizations. The team will then focus on applying and streamlining the indirect TOT approach, mentoring and backstopping these grounded networks and training institutions who then directly support Landscape Partnerships with whom they can develop long-term relationships. Finally, scaling shall be advanced over the long term as the third modality of remote learning assumes an increasing role.

While the design research for this core intervention has been underway for only a few months, we have made initial contacts with a number of landscape learning networks that confirm in principle their enthusiasm to collaborate. The Capacity Development Design Team will undertake more formal consultations and mobilize their input in early 2021. Those expressing interest include: Model Forest Network of Africa; Model Forest Network of Latin America (facilitated by CATIE, Centro Agronómico Tropical de Investigación y Enseñanza); the Land Collaborative; African Landcare Network; Regenerative Communities Network; Ethiopia Landscape Learning Network; Kenya Landscape Learning Network; UNDP Green Commodities Learning Network; Landscape Finance Lab Community of Practice; World Resources Institute Global Restoration Initiative; Conservation International Landscape and Seascape Network; US Landscape Stewardship Network; Horn of Africa Regional Environment Centre and Network; Landcare-Uganda; Mobilizing More (MoMo) network of landscapes (supported by IUCN-NL and Tropenbos International); UNDP's Green Commodities Programme; and the GEF Small Grants Programme community of practice. Together, these networks support hundreds of Landscape Partnerships around the world, and we will aim to strengthen their own capacities, and incorporate them into the 'radical collaboration' of 1000L.

In addition, the 1000L Technical Partners are keen to support in-person and on-line training in collaboration with these networks, including Cornell University, CATIE, ETH Zurich and the MSP Institute.

Output 4: Protocols for capacity assessment and tracking tested

The Capacity Development Design Team will develop and test a protocol for diagnosing and evaluating the status of ILM capacity in Landscape Partnerships and in organizations that are working to support them. The protocol will include a suite of tools—a 'toolkit'—for application at different stages in the capacity building process. Specifically, it will be used to identify capacity strengths and gaps before, during and after training activities are conducted. Information generated from applying an ILM training needs assessment tool will be used to help select and adapt learning modules in the curriculum, as well

as delivery modes to address the needs of particular audiences. Tools to assess progress during training activities will be useful in helping them stay on track and energized. Post-training tools will be designed to assess changes in strengths and gaps, as well as how trainees valued the training.

The assessment and tracking protocol will include quantitative and qualitative components. Guidance in use of the protocol will stress the value of adapting the tools to the diverse organizations and situations in which ILM capacity building activities will be undertaken. It will also illustrate how data generated by the protocol tools can be used to tell stories that motivate interest in learning how to practice ILM in addition to tracking progress and impact of capacity building activity.

Output 5: Model for mainstreaming support to Landscape Partnerships at national scale

Efforts will focus on the development of a **model for mainstreaming capacity building at the national level**, through engagement in at least one country (still to be selected) where there are already a large number of Landscape Partnerships and existing national experts. Additional criteria for selecting the countries to model include the presence of multiple Lead and Technical Partners who are supporting landscape initiatives, and of agricultural extension systems including training institutes that are engaged in ILM-related programs. The Capacity Development Team will offer input to the Steering Committee on country selection.

Components of the mainstreaming model will include activities related to the four outputs described above, as well as the organizations and networks in each country that assume or could assume key roles in ILM capacity building. These will include civil society and private sector organizations as well as targeted government agencies and international assistance organizations. Model development will include strategically linking the components (outputs and actors) in coherent configurations that the Design Team hypothesizes will afford maximum impact on ILM capacity development.

Output 6: Scaling strategy for 2024-2030 defined

A strategy for scaling capacity building beyond 2023 will be developed from what 1000L learns from generating outputs 1-5. While we anticipate that components of a scaling strategy will be patterned after these outputs, we may learn that some have fulfilled their purpose and need not be carried forward, while others may be needed. Steps are likely to include:

- Reflect on outputs and activities during 2020-2023;
- Prepare draft framework for Scaling Strategy;
- Organize and facilitate a virtual Scaling Strategy Co-Design Workshop with the Capacity Development Design Team and other Lead, Technical and Landscape Partners;
- Prepare draft Scaling Strategy and share with Design Team members; and
- Finalize Strategy.

4.3 Landscape Finance Solutions

Outcome 2023: Demonstrated value of integrated landscape strategies for developing and financing investment portfolios in 5+ landscapes; and landscape finance models for 5-10 financial institutions/programs

Through the finance transformation pathway, 1000L finance partners will help shift finance flows towards regenerative landscape activities, emphasizing local and national finance and institutional

arrangements that strengthen local control. Through the Co-Design, Testing and Demonstration Phase, work will advance under the following five outputs.

Output 1: Data generated and impacts of integrated landscape finance modelled and analyzed

This first component will focus on **sharpening the 'finance case' for integrated landscape investment**. This will be done through development and testing of a set of tools being created by 1000L partners. The purpose is to generate more robust data on financial, social and environmental performance of landscape investments that can be used by Landscape Partnerships as well as financial actors. A '**Landscape Investment Portfolio Evaluation Tool**' will be developed, building on the methodology and technical specifications in the working paper prepared by the Capital Institute (a 1000L Technical Partner) during the Inception Phase. To complement this tool, Commonland's 4 Returns Landscape Valuation method and Conservation International's landscape cost/benefit analysis method will also help support Landscape Partnerships to prioritize and plan key investments as part of an integrated landscape investment portfolio by:

- Clearly demonstrating the co-benefits from multiple landscape projects that are spatially and sequentially coordinated;
- Translating these benefits into risk reduction, diversification of revenue streams, enhanced financial returns, impacts on landscape values, and other critical factors that can be clearly communicated to investors in each of the component investments as well as those who are interested in impacts in the landscape as a whole; and
- Allowing testing of multiple scenarios for different kinds, locations and phasing of projects to assess the effects at both the individual project level and at a landscape scale.

Each of these methodologies for modeling and valuing integrated landscape investment will be further developed and tested in several ecologically, culturally and geographically diverse landscapes. The results of these tests will be synthesized to better understand the strengths and weaknesses of each under various conditions.

Output 2: Strategies to mobilize and support public, private and civic financing for integrated investment portfolios of 5+ LPs

The second component will focus on the various **strategies used by Landscape Partnerships and their supporters to mobilize and coordinate the funding of a landscape investment portfolio**. Conventionally, this is done business by business or project by project. But this conventional approach is slow, poses risks for those investments in the portfolio that are strongly interdependent, and presents a risk that landscape objectives requiring coordinated action will not be met. Government programs may be able to coordinate financing for public sector projects, and public-private partnerships have had some success in mobilizing finance for specific investments, such as infrastructure. But the challenge is greater when the aim is to align numerous public, business, and civil society projects at a landscape scale.

Developing such a pipeline requires a systematic process that begins with the collective development of a long-term landscape vision and action plan and the generation of individual landscape-friendly investment ideas. The developers of investable projects (entrepreneurs, companies, government agencies, etc.) may then need support to build business plans, connect with appropriate sources of financing, negotiate and finalize terms with investors, and ultimately lay the groundwork for a successful

operation. Figure 4 describes the process of developing a pipeline of projects for a landscape investment portfolio.

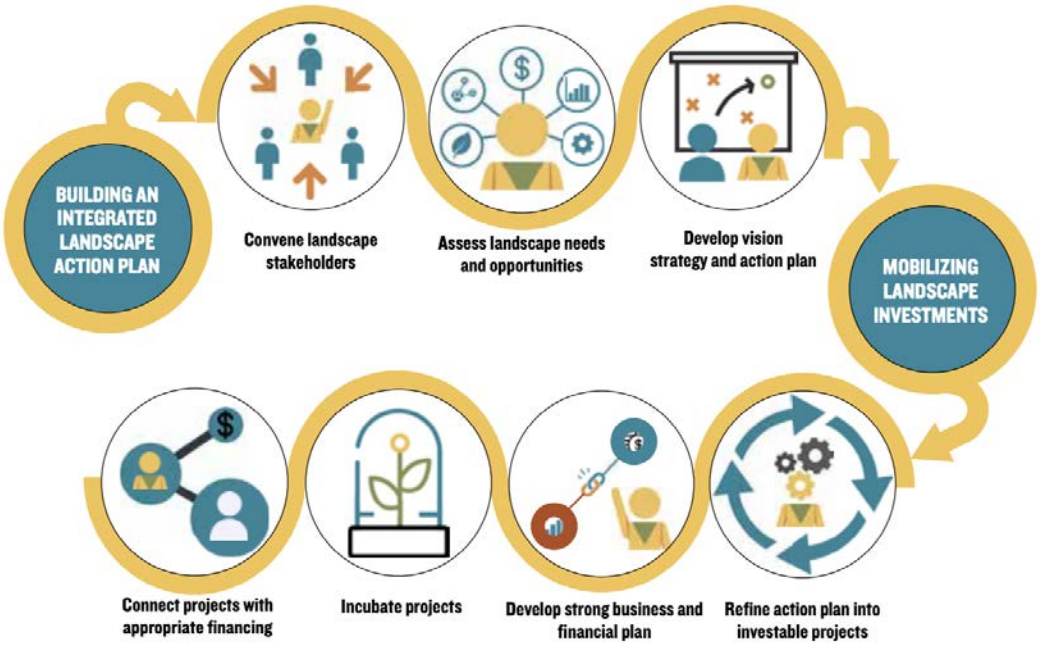

Figure 4. Developing a pipeline of projects for an integrated landscape investment. Source: Shames and Scherr 2020 [25]

The mix of financing will evolve over time as Landscape Partnerships and specific landscape projects develop. Grant funding is essential as multi-stakeholder platforms are created for activities of shared understanding, visioning and action planning. Small-scale and short-term funding is needed for pilot projects, new small and medium enterprise development, and adapting existing businesses and projects to become more 'landscape-friendly'. Larger and longer-term projects need loans and equity investments and development finance. As businesses and non-commercial projects become more mature, large-scale comprehensive programs of public, private and blended finance become feasible (see Figure 5).

Entities linked to—or part of—a landscape partnership help create landscape action plans and translate those plans into private, public, or civic projects that together become the landscape investment portfolio. These entities do not themselves provide financing, but greatly increase the efficiency, effectiveness, speed, and coordination of business planning and finance processes. Landscape investment service providers may work with business developers, government agencies, or civil society organizations to prepare investment opportunities supporting implementation of agreed landscape plans. They may steer existing financing to activities aligned with the plan, and aggregate investment opportunities. This support may be provided by any type of organization, including an NGO, government agency, business association, farmers' group, or community organization, as long as it has combined expertise in ILM, business/project development, and finance. These roles may be played by a single institution or by a coalition of actors. The Inception Phase global review of landscape finance models

identified 16 institutional models of support that could be used to mobilize and coordinate finance at a landscape scale.[2]

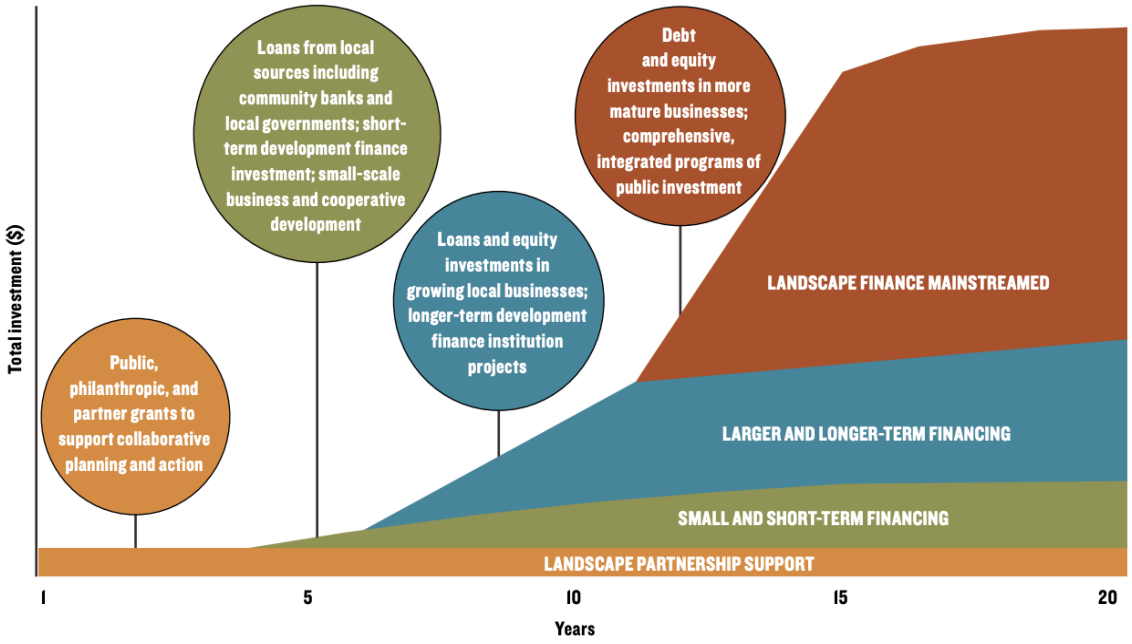

Figure 5. Evolution of landscape investment and financing over time. Source: Shames and Scherr 2020 [25].

During the Co-Design, Testing and Demonstration Phase we will work with 5 Landscape Partnerships to better understand, support and scale their strategies for finance mobilization. This work will be closely aligned with development and testing of landscape finance tools which will also contribute to these objectives. 1000L will also provide targeted advice and support to these landscapes, drawing on the expertise of the organizations in the 1000L landscape network. These will be selected in Q2 2021.

Output 3: 5+ landscape investment mechanisms designed with 5-10 finance institutions to fill gaps in the landscape finance system

The third component will focus on **designing and testing innovative and scalable/replicable finance models for investing in integrated landscape portfolios**. Organizing financing for integrated landscape investments—finance to support multi-project, multi-sector investment portfolios that encourage synergies between investments and generate impacts at scale across multiple landscape objectives—requires different strategies and tools than investments in a single supply chain, commodity or asset type. It often involves blending or aligning government, donor and/or philanthropic funds that are seeking social and environmental returns with commercial capital that primarily seeks profit, and may also require aggregation of small-scale deals into a larger investment opportunity. The Inception Phase

[2] The review included 16 models of landscape finance support services which were grouped into Landscape Partnerships, non-profit landscape portfolio developers,commercial landscape development companies, and business incubators and accelerators with a landscape lens.

global review of models for integrated landscape finance was highly encouraging, as many more models were identified than expected.[3]

The initiative will design and develop with financial institutions at least five innovative landscape finance mechanisms with an emphasis on blended finance to leverage private sector financing. These may include, for example, a private multi-sector Landscape Investment Fund, a Landscape Development Finance institution or a Landscape Bond. Some of these innovative mechanisms are already part of the 1000L network. Loom Capital, for example, an active Technical Partner, is currently fundraising for its Mesoamerican Landscape Fund. The investment thesis of this mixed debt and venture capital fund is that financial synergies can be created by investing in a diverse range of activities in a landscape, and that working closely with Landscape Partnerships will maximize the fund's ability to achieve its social and environmental goals.

For Landscape Partnerships to mobilize finance and investment at scale, one critical need is funding for landscape action planning and to design and incubate integrated landscape investment portfolios. 1000L will explore options for mobilizing grant funding to: (i) support the costs of implementing the full ILM process within a landscape; and (ii) support the development of investable projects that can generate financial and impact returns within the framework of local landscape action plans (e.g. support for portfolio planning, business and finance planning, proposal development and marketing to funders). The potential for using grant funding to test the mechanisms for blended finance highlighted above will be explored and the protocols for testing will be developed accordingly. Table 4 below demonstrates the range of potential financial partners and mechanisms being considered.

Output 4: 20+ influential finance institutions engaged to partner with 1000L

The fourth component of 1000L finance work will focus on **mobilizing systemic change in the financial sector**—government, philanthropic/civic and private funding—to enable scaling of integrated landscape investment. An effective system requires engagement of all elements of the finance system: government investment and enabling policy environment, philanthropy, banks, equity investors, insurance, regulators, developers, and others to recognize and adapt to integrated landscape finance; and may require new types of institutions (e.g. Landscape Bank) and mechanisms. Meanwhile, within a given landscape, the various parts of the financial system need to work effectively together.

A Task Force co-led by EcoAgriculture Partners and Climate-KIC, as part of the 1000L Landscape Finance Solutions Design Team, recently concluded an intensive initial consultation with finance leaders from across the capital continuum to learn their perceptions of the state of landscape finance and needed areas of action. Forty interviews were conducted involving more than 60 individuals from foundations, national and international banks, multilateral institutions, impact investors and development finance institutions. Most expressed an interest to follow-up with 1000L. Notable findings from the interviews are highlighted in Box 4.

[3] The review included 24 models of integrated landscape finance vehicles. These fall into the categories of landscape-specific funds, funds that operate in multiple landscapes, landscape development finance institutions, place-based investor and donor collaboratives, and landscape bonds.

Box 4. Landscape Finance Leader interviews: Opportunities and barriers for scaling landscape finance

Opportunities are growing, for four reasons:

- Integrated landscape investing is seen as a promising model for large-scale implementation of policy goals (e.g. SDGs, environmental conventions, climate);
- Financial benefits of landscape portfolio investing are more widely recognized (reduced risks, increased returns, co-finance, greater impacts, synergies);
- Corporate investment linking supply chains and landscape development is growing; and
- Models of long-term grant funding to develop landscape investment pipelines are being developed.

Five main barriers limit scaling of integrated landscape finance:

- Inadequate institutions in landscapes to develop a pipeline of investable, landscape-regenerating projects;
- Most finance institutions lack a landscape orientation;
- Internal institutional barriers limit scope for landscape investment;
- Instruments for landscape finance and risk management are inadequate; and
- Large-scale finance can undermine local vision and control.

In November 2020, together with the IKEA Foundation, The Rockefeller Foundation and the UN Development Programme, 1000L co-convened a workshop with finance leaders to review the initial findings and recommendations from the interviews. These early discussions highlighted four priorities for action:

- Support a landscape finance community of practice, to deepen learning and analysis, share experiences and work collaboratively on finance innovations;
- Build and connect interested investors to pipelines of investable projects within landscape investment portfolios;
- Encourage and assist financial institutions and major new national and international sustainable development programs (e.g. food systems, climate, biodiversity, COVID-19 recovery) to shift funding towards integrated landscape investment; and
- Encourage and assist national and state governments to provide strategic support for landscape finance.

In 2021 we will work with interested financial partners to develop and start implementing more focused work plans in these areas to begin building the foundations of a landscape finance industry. Discussions have begun about incorporate landscape finance more explicitly in programs of IFC, World Bank and IFAD. To advance this agenda, a Landscape Finance Solutions Group will be formed and a 'Bellagio-style' strategic planning workshop will be convened in late 2021.

Output 5: Scaling strategy for 2024-2030 defined

A scaling strategy for Landscape Finance Solutions will be developed in 2023 based on the results and experiences of the Co-Design, Testing and Demonstration Phase and intensive consultations with partners of 1000L working on this set of issues. This process will likely include the organization of a Landscape Finance Solutions Scaling Strategy Workshop with participation from finance institutions (similar to those who joined the November 2020 workshop) and representatives of Landscape Partnerships that will have been co-developing and testing landscape finance tools and strategies.

Elements of this scaling strategy could include:

- Develop and deploy training materials for users of the 'light-touch' tools that have been developed to support Landscape Partnerships, developers and investors to build and fund landscape investment portfolios;
- Disseminate lessons learned on implementation of landscape finance strategies and mechanisms to influence their replication and scaling; and
- Continue to build the institutional foundations for a landscape finance industry in a sub-set of countries and globally.

4.4 Global Action Network

Outcome 2023: Demonstrated value of Network for knowledge-sharing, action alliances, and connections with experts, market actors, public programs for 50+ Landscape Partnerships.

Output 1: Network processes, organization and feedback mechanisms established, tested and operationalized

The 1000L Global Action Network will be hosted on the Terraso Digital Platform and will bring together local Landscape Partnerships and leaders with developers, businesses, technical experts and other landscape supporters and existing landscape learning networks.[4] The Global Action Network Design Team (Lead, Technical, Landscape Partners) will be formed in early 2021 and will focus on identifying key Network functions, mode of operation and facilitation from the perspective of the Landscape Partnerships and how the Global Action Network will link to existing networks and add value. Expected steps include:

- Develop Design Team research and consultation agenda and interview protocol;
- Conduct design research and consultation;
- Prepare interim synthesis report, including options and recommendations for Network organization and governance;
- Hold virtual workshop with Landscape Partnership leaders to review design findings and recommendations;
- Finalize and approve recommendations for Network organization and governance;
- Develop and test Terraso backbone software platform for the Network (Terraso Design Team); and
- Formally launch the Network with an initial cohort of Landscape Partnerships and supporters.

We anticipate that the Global Action Network will become active in mid-to-late 2021. By the end of the Co-Design, Testing and Demonstration Phase in 2023, the Network will be fully established and initially linking at least 50 Landscape Partnerships, together with other learning networks and a diverse array of supporting organizations.

[4] Training networks/institutions, e.g.: African Model Forest Network; ATREE-India; CI Landscape Learning Network; Climate-KIC landscape network; Ethiopia Landscape Learning Network (Water and Land Resource Centre); Global Landscapes Forum Landscape Academy; Green Livelihoods Alliance (IUCN-NL/Tropenbos); Kenya Landscape Learning Network; Landscape Stewardship Program (U.S.); Latin American Model Forest Network/CATIE; Regenerative Communities; Rainforest Alliance-supported landscapes; Commonland supported landscapes and learning network; Coursera Massive Open Online Courses on Holistic Landscape Restoration; Landscape Finance Lab Network; UNCCD-Global Mechanism; UNDP Green Commodities Community/ILM Thematic Group; WWF Landscape Learning Network; national training centers, university centers.

Output 2: Landscape Partnership innovation working groups facilitated

In addition to facilitating practical peer-to-peer knowledge exchange among Landscape Partnerships and with landscape supporters, a key Network function is expected to include organizing Network 'innovation working groups' to tackle priority issues, challenges and opportunities facing local Landscape Partnerships. The working groups will be demand-driven and led by Network members, with technical support from the Global Hub as needed. Outputs from the innovation working groups will be documented and widely disseminated through the Global Hub.

It is often very challenging for local landscape partnership managers to find the time to contribute their experience, learning and wisdom within a network. To facilitate and support the contribution of Landscape Partnerships to the development of the 1000L Network during the Co-Design, Testing and Demonstration Phase, we will create an internal 'exchange market' for sharing best practices. An associated (budgeted for) exchange facility will provide the financial support to reward and incentivize the time investment. In practice, this exchange market will provide a Landscape Partnership with a place to present an issue (e.g. on finance, or how to handle land rights, or how to form a landscape coalition) to other Landscape Partnerships in the platform (limited to co-design members initially), and offer budget (e.g. one week per issue) to work together (review a plan) on such an issue with another practitioner (organization) who has successfully tackled that problem. This bottom-up approach will encourage cooperation between users and improve tools and approaches along the way. The process and procedures to structure the exchange will be tested and further developed by the Design Team, with views to opening it up to the wider range of target actors through the Global Scaling Phase.

Output 3: Self-organized Landscape Partnership action and advocacy efforts are assisted by the Network

Another key function of the Network will be providing a mechanism for giving voice to Landscape Partnerships in national and international policy processes to advance landscape issues and priorities. This will include enabling groups of Landscape Partnerships to form alliances for action and/or advocacy—in particular geographies (e.g. a country or watershed), to address particular challenges (e.g., indigenous territorial development) or particular market interests (e.g., a dominant international commodity). Relatedly, the Network will support on-line and in-person convenings in the form of regional and national 'Landscape Leader Action Networks'—building on outcomes from the earlier Landscapes for People, Food and Nature African and Mesoamerican Dialogues, and initiating a similar 'dialogue for action' process in Asia (possibly starting in India/South Asia).

Output 4: Network Landscape Partnership user assessment protocol applied

Once the Network is ready to officially launch (expected mid-to-late 2021), the team will develop a protocol for assessing aspects of Network utilization and effectiveness. Drawing in part on experience and lessons from other relevant global networks and communities of practice, a methodology will be developed to assess factors related to Network usability and whether and how the Network adds value to the efforts of Landscape Partnerships and supporters. The assessment protocol will be pilot tested and refined in 2021 for use in 2022 and 2023, and will inform development of a Network scaling strategy for 2024 and beyond.

Output 5: Scaling strategy 2024-2030 defined

A strategy for scaling the Global Action Network beyond 2023 will draw on what 1000L learns from regular interaction with the first cohort of users and from periodic user assessments. The scaling

strategy will be developed together with the member Landscape Partnerships and supporters, and in consultation with key global actors in the landscape space.

Steps to develop the scaling strategy are likely to include:

- Reflect on Network user interaction and feedback collected during 2021-2023;
- Identify and engage with partners and programs positioned to scale Network use in their own programs and networks, as well as mechanisms for marketing the platform (e.g. through the UNDP Green Commodities Network and other Lead and Technical Partner networks, the Global Landscapes Forum, etc.);
- Organize and facilitate a virtual Scaling Strategy Co-Design Workshop with Network members and key actors who could help catalyze scaling;
- Prepare draft Scaling Strategy for review by Network members, other workshop participants, and other prospective 1000L partners who could help in scaling; and
- Finalize Strategy.

5. 1000L GLOBAL HUB ORGANIZATION AND GOVERNANCE

Outcome 2023: Strong, lean and nimble 'Hub' organizational structure and governance; knowledge and communications; and partner coalition in place to catalyze and facilitate scaling of 1000L core interventions in 2024-2030.

5.1 Global Hub roles and organization

The Global Hub links the Design Teams to support and coordinate the four core interventions—the Terraso Digital Landscape Platform, ILM Capacity Development, Landscape Finance Solutions and the 1000L Global Action Network. The Global Hub also facilitates 1000L-wide core functions. The Lead Partners are jointly responsible for the Hub, which is managed on their behalf by EcoAgriculture Partners, with support from Rainforest Alliance. The Hub will operate virtually, using physical office resources when needed of the Lead Partners, and will have a lean integrated team of staff from partner organizations, and using latest communication technology to support the global program and network.

Convene and facilitate the 1000L Partnership

The Global Hub plays a number of convening and facilitation roles in support of the Design Teams and to develop and strengthen the 1000L partnership:

- Organizing and facilitating 1000L-wide strategic planning and annual work planning and budget development;
- Convening monthly meetings of the cross-cutting Core Design Team which serves to review and coordinate the work of the Design Teams, and follow up with them on issues arising;
- Providing other support to the Design Teams and tracking progress on work plans and outputs;
- Recruiting Technical and Landscape Partners and keeping them engaged, in line with the 1000L norms and values, and spirit of radical collaboration; and
- Convening an annual virtual meeting of Lead, Technical and Landscape Partners to review 1000L progress, share lessons and experience, and assess strategic directions.

The Hub will also provide technical and facilitation support to the Global Action Network (see above).

Develop and implement the communications, outreach and advocacy strategy

Strategic, high-quality communications and outreach will be central to the success of 1000L. The Hub will coordinate development of a communications and branding strategy, develop the 1000L website, and generate resource materials such as infographics, videos and learning briefs to share through the 1000L Global Action Network and more widely. This will include disseminating the findings and lessons from across the Co-Design, Testing and Demonstration Phase.

Strategic partnerships for communications and outreach will be developed, for example with the Global Landscapes Forum, the UN Decade for Ecosystem Restoration, the UN Decade of Family Farming, and platforms for the SDGs and the global conventions on biodiversity, land and climate. The nature of these engagements will differ. In some cases, the aim will be to amplify the voices of Landscape Partnerships through global fora such as the Global Landscapes Forum and major global conferences. In other cases, the aim will be to strategically target key national and global policy processes and frameworks to mainstream the priorities of local Landscape Partnerships and integrated landscape management principles and approaches.

Develop and implement 1000L program of monitoring, evaluation and learning

The Global Hub will develop and implement a detailed monitoring, evaluation and learning framework, tools and metrics, including mechanisms for evaluating 1000L performance (see Section 6). The Rainforest Alliance MEL specialist in the Hub will provide backstopping and quality oversight for the MEL system, with support from EcoAgriculture Partners and inputs from MEL specialists of other Lead Partners.

1000L will contribute to the body of research and evidence on the practice of-and benefits from-integrated landscape management and sustainable landscape solutions, and catalyze innovations. EcoAg will coordinate development of knowledge products aimed at both practitioner and policy-maker audiences. Specific collaborative products will be led by Lead, Technical and Landscape Partners. Potential Hub-led knowledge products will include: a 1000L 'Insights' series; a 1000L 'Views from the Landscape' series; a 'State of the World's Landscapes' report; a 1000L podcast; and a video series.

Mobilize resources for 1000L

The 1000L Steering Committee is responsible for securing the remaining funds needed for 1000L during the Co-Design, Testing and Demonstration Phase, ensuring fundraising efforts are complementary and additive, rather than competitive. The Steering Committee's Reource Mobilization Committee will be supported by the Hub, which will also engage actively with Technical and Landscape Partners to mobilize and document in-kind co-funding commitments. The Hub will also build relationships with prospective funders and develop collaborative proposals for the Global Scaling Phase 2024-2030, while also advocating with major international funders to increase their overall funding for Landscape Partnerships, including those collaborating with 1000L.

5.2 1000L Governance

During the Inception Phase, 1000L made progress on setting the principles and an overall model for radical collaboration, defining roles and responsibilities for the Hub. During the Co-Design, Testing and Demonstration Phase, the interim Steering Committee, supported by the Hub, will clarify the decision-making framework and finalize the governance structure for 1000L by mid-2021, becoming fully operational by the end of 2021.

The organization and governance model is being designed following five guiding principles:

- Employs a lean and agile structure and processes to achieve the objectives and functional requirements of 1000L, consistent with our core values (Box 1 in section 1);
- Establishes organizational priorities and provides a range of services that respond to the expressed needs and priorities of local Landscape Partnerships;
- Supports systemic change to strengthen Landscape Partnerships and to scale-up financing and investment for sustainable landscape transformation;
- Enables a 'radical collaboration' of partners who catalyze widespread innovation around 1000L products and services (and helps thereby avoid duplication and unhelpful competition between organizations); and
- Operates independently and in the interests of the global partnership, rather than a particular institution or sector.

5.3 Transitioning to the Global Scaling Phase

A strategic objective of the Co-Design, Testing and Demonstration Phase is to establish a solid foundation for reaching 1000 landscapes and a massive scaling of ILM practices and benefits in the Global Scaling Phase (2024-2030 and onwards). This will be achieved through:

- Successfully applying the 'lean design, testing and validation' strategy for 1000L core innovations in collaboration with Landscape Partnerships over the course of the Co-Design, Testing and Demonstration Phase;
- Realizing our commitment to joint action research and learning with and from Landscape Partnerships, so that they co-own and champion the 1000L initiative;
- Rigorously implementing the 4-part 1000L scaling strategy (direct, indirect and remote support to Landscape Partnerships, and financial sector advocacy, see section 3.3), leveraging the expertise, capacities and networks of the Lead and Technical Partners;
- Engaging strategically with other major initiatives, global processes and influencing government and financial institutions, to provide opportunities for synergies and scaling impact; and
- Ensuring that the necessary financial resources will be in place for a smooth transition to the Global Scaling Phase, through continued commitment of the Lead Partners to joint mobilization and fundraising, as well as active collaboration design input from aligned donors and financiers.

6. MONITORING, EVALUATION AND LEARNING

6.1 Key performance indicators (KPIs)

Reporting for the proposed grant will be based on the following five KPIs—one for each of our 2023 Intermediate Outcomes. Annex III shows a list of proposed performance indicators for all Outcomes and Outputs.

KPI 1. Level, type and frequency of Landscape Partnership utilization of the Terraso digital platform—measured through: (i) analysis of Terraso-generated user reports on Landscape Partnerships use of Terraso´s capabilities; and (ii) field reports from 1000L partners working with the Landscape Partnerships.

KPI 2. Level and quality of utilization of ILM curriculum, support resources and delivery modes by collaborating NGOs, govt programs, UN agencies, learning networks —measured through (i)

observation; (ii) program records; and (iii) interviews with collaborators supporting Landscape Partnerships.

KPI 3. Type and level of assistance, including tools, identified by LP leaders and financial partners as most useful in advancing the landscape investment portfolio—measured by (i) Landscape Partnership and program records (protocol to be developed); (ii) key informant interviews with landscape partnership leaders and financial partners; (iii) Terraso investment tracker.

KPI 4. Intensity of LP use of Global Network functions to link with other LPs and non-LP members—measured through: (i) network user reports; and (ii) user survey on purpose/benefits to users (linking Landscape Partnerships with experts, market, public programs).

KPI 5. Hub Outputs are of high-quality and delivered on time and within budget—measured through: (i) Annual reports to Governing Body on Hub and Design Teams Outputs, partnerships and management.

6.2 Program monitoring, evaluation and learning

The overall purpose of the Co-Design, Testing and Demonstration Phase of 1000L is to establish the substantive and organizational foundation for accelerated scaling in the 2024-2030 phase. Our strategy is one of 'lean design', in which innovations are designed, their key assumptions identified, and pilot applications are implemented to test and evaluate those assumptions to enable refined design. Thus, our Monitoring, Evaluation and Learning system will be central to the program. In contrast to projects designed to implement a well-tested and pre-designed set of interventions, our system will necessarily be flexible and re-evaluated every year to make sure that it reflects the learnings developed by each of the Design Teams.

MEL will operate at two levels. The first will be at the **Design Team level**, with a focus on developing and implementing protocols for assessing innovations in digital resources for Landscape Partnerships, substance and modes of delivering strengthened capacities for Landscape Partnerships, financial innovations and adoption, and network value to Landscape Partnerships. These will focus on learning lessons about functionality and utility of the 1000L innovations. The results will feed both into improved design of innovations, and the production of 'knowledge products' through which learnings can be shared with 1000L Partners and globally. We aim to synthesize key results from our work and collective experience to produce practical guidance and resources for Landscape Partnerships, and those committed to support them.

The four inter-linked interventions of 1000L greatly facilitate our ability to monitor, evaluate, and learn. We are designing the Digital Platform to enable not only monitoring of landscape processes and impacts over time for use by the partnerships themselves, but (if permission granted by the Landscape Partnerships) to draw on results for comparative analysis. The application of the LandScale impact assessment tool in a sub-set of 1000L-supported landscapes will be a rich source for more detailed analysis. The learnings from monitoring Landscape Partnerships implementing the landscape investment and finance tools can be fed into the strategy for influencing financial institutions. The 1000L Global Action Network will be a rich source of comparative learning for Landscape Partnerships and the international community. Results will be widely disseminated through the 1000L website and the Network.

The second level of the 1000L MEL will be **1000L-wide** and managed by the Hub, jointly by Rainforest Alliance and EcoAgriculture. Rainforest Alliance will be dedicating a 100% level of effort of a MEL expert to oversee this component, as well as to advise the Design Teams on their protocols and analyses. The

system will track quarterly progress on implementing activities and delivering outputs against projected workplan targets to inform Core Design Team planning and decision-making (reflecting 1000L's lean design approach). Annual theory of change reviews and reflections will be conducted with key stakeholders and adjustments made as necessary. The 1000L-wide MEL will feed into development of the Global Scaling Phase strategy.

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