

A Practical Guide to Integrated Landscape Management

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1000 Landscapes for 1 Billion People
Sustainable landscape solutions for people and planet

Acknowledgements

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The 1000 Landscapes for 1 Billion People Initiative

In 2019, a group of organizations came together with the shared belief that Landscape, Waterscape and Seascape Partnerships (collectively known as LPs) offer the opportunity to develop and deliver powerful solutions that can boost livelihoods, conserve biodiversity and restore ecosystems, fight climate change and food and water insecurity. From this mutually shared belief, the 1000 Landscapes for 1 Billion People (1000L) initiative emerged as a radical collaboration of change agents united to support LPs in achieving their goals.

Foundational to the 1000L initiative is a [shared vision](#) of thriving landscapes for all:

WHO:	All stakeholders in the sea-, water- or landscape are working together as an <i>LP</i> .
WHAT:	Stakeholders are achieving all four benefits or returns from their landscape: inspiration for the next generation, human well-being, healthy nature and a regenerative economy.
WHEN:	Stakeholders are acting now, but with a 20+ year generational vision and commitment.
WHERE:	Stakeholders are 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:	Stakeholders are reaching their goals through five elements of integrated landscape management: <ol style="list-style-type: none">1. Landscape Partnership – developing a robust and stable coalition of organizations in the landscape from across sectors and communities2. Shared Understanding – building a common understanding of the state of the landscape, trends and forecasts, and one another’s interests3. Vision and Planning – forging a long-term vision, strategy, evaluation protocols and spatially targeted action plans4. Taking Action – coordinating efforts, developing and financing an integrated landscape investment portfolio and tracking and communicating implementation5. Learning and Impact – measuring landscape impacts, capturing lessons learned and using them to adjust the landscape strategy and action plan.

By joining together through long-term LPs, local people and communities can **connect with and influence** governments, policy, social movements, markets and finance, and contribute to systemic solutions for achieving the [Sustainable Development Goals](#).

For more information, visit <https://landscapes.global/>.

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Glossary

There are no universally accepted definitions for the terms below. What follows are the results of extensive and ongoing discussions among 1000L's partners.

Landscape:

A socio-ecological system consisting of interconnected natural and/or human-modified land and water ecosystems that is influenced by distinct ecological, historical, economic and socio-cultural processes and activities. Where water is the dominant feature, this system may be referred to as a waterscape. Where oceans predominate, this system may be referred to as a seascape.

Landscape Partnership (LP):

Also commonly referred to as a multi-stakeholder partnership, an LP is a robust and long-lasting coalition of organizations in the sea-, water- and landscape from across sectors and communities that are all working toward resilient landscape regeneration with a shared landscape vision.

Integrated landscape management (ILM):

A way of managing the landscape to achieve sustainability and resiliency that involves collaboration among multiple stakeholders. There are [numerous terms](#) with the same broad meaning. A resilient or sustainable landscape consists of a land-, water- or seascape that can sustain desired ecological functions, robust native biodiversity and critical landscape processes over time, under changing conditions and despite multiple stressors and uncertainties. Such landscapes enable communities and nations to meet sustainable development principles as defined by the UN 2030 Sustainable Development Goals.

Landscape approach:

A conceptual framework and process that helps stakeholders in a landscape reconcile competing social, economic and environmental objectives. Landscape approaches seek to move away from often-unsustainable siloed, project-based land management programs. A landscape aims to ensure the realizations of local needs and action (i.e. the interests of different stakeholders within the landscape), while also considering goals and outcomes important to stakeholders outside the landscape, such as national governments and the international community. One or more stakeholders engaging in independent actions or multiple collaborating actors may take a landscape approach.

Integrated landscape finance:

An emerging finance approach which supports multiproject, multisector investment portfolios that encourage synergies between investments to generate impacts at scale across several landscape objectives. The concept of integrated landscape finance draws from related, rapidly developing fields including impact investing, conservation finance, collaborative place-based impact investing, blended finance and inclusive green growth.

Regenerative economy:

Rather than extracting from the land and each other, this approach emphasizes producing, consuming and redistributing resources in harmony with the planet. A regenerative economy requires a re-localization and democratization of how we produce and consume goods, and ensures all have full access to healthy food, renewable energy, clean air and water, good jobs, and healthy living environments while supporting collective and participatory governance.

4 Returns:

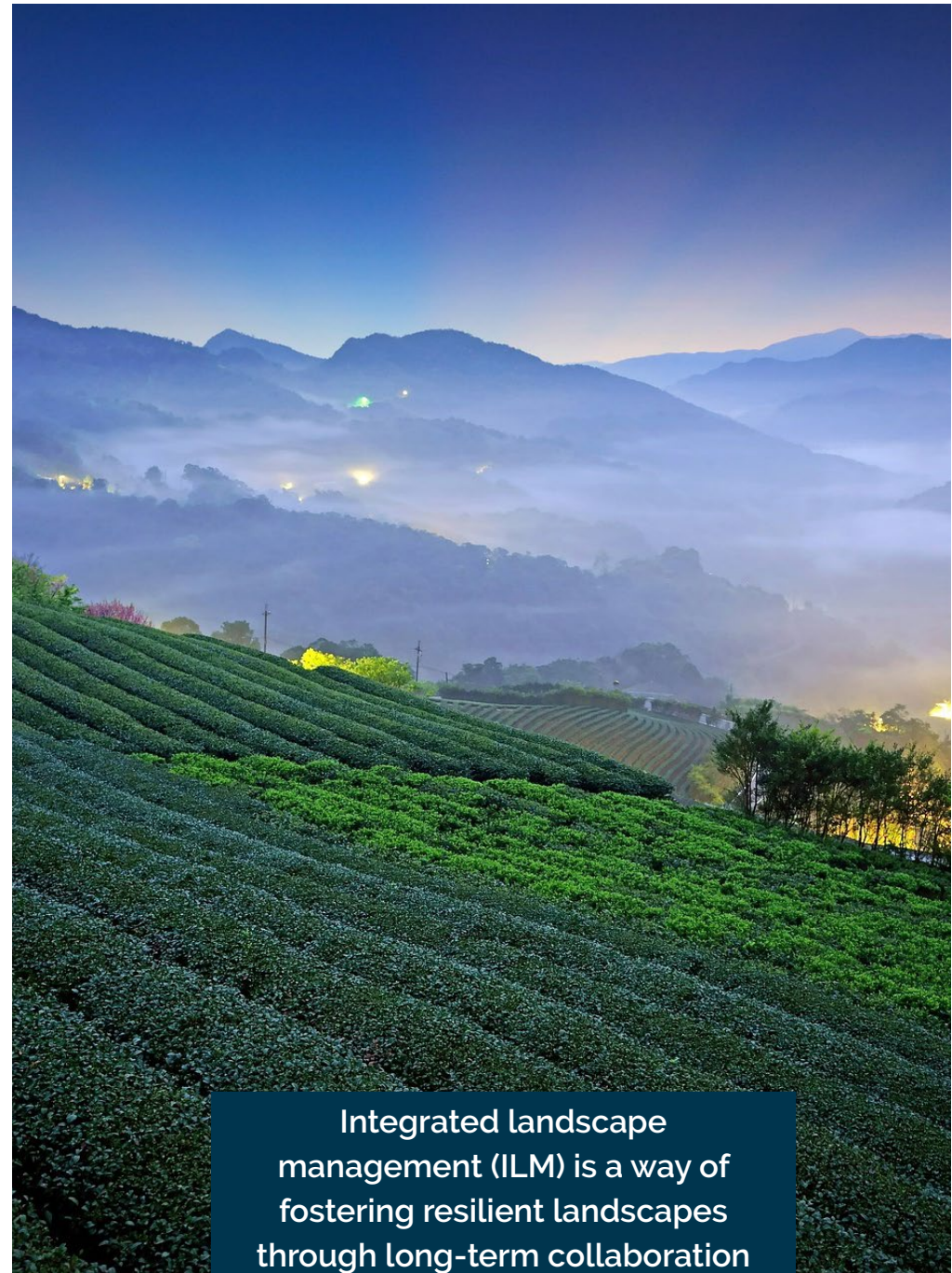
4 Returns is a particular framework and language for large-scale landscape restoration, through which diverse stakeholders – farmers, land users, governmental bodies, businesses and conservationists – work together to co-vision the future of their local landscape. The approach focuses on generating 4 key returns in the landscape—social, natural, economic and inspirational--over a single generation.

Introduction: Towards sustainable landscape solutions

All around the world, communities are facing critical challenges to their well-being, economies and nature because of degradation of their land, watersheds, forests, biodiversity and climate disruption. One major reason why is that today's dominant economic and politically driven development models ignore their ultimate dependence on stable ecosystems and natural resources. Communities feel the impacts and increased conflict from rising food insecurity, infectious disease, water scarcity, business risks, extreme weather events and reduced farm productivity. Effective action is complicated by the legacy of historical silos and conflicts between agriculture, industry and environment; between rural and urban interests; and between public, private and civil society sectors.

In response, many communities have begun to form coalitions to regenerate their sea-, water- or landscape. Visionary leaders from many sectors and groups are joining together to inspire and co-create new approaches that cultivate a regenerative economy, human well-being, healthy nature and inspiration for the next generation.

Integrated landscape management (ILM) is a way of fostering resilient landscapes through long-term collaboration among multiple stakeholders. ILM explicitly recognizes the social, economic and ecological complexity of landscapes, which makes sector-specific planning and design inadequate. Working towards ILM requires reaching agreement on a shared landscape vision and strategy among stakeholders who have different and sometimes



Integrated landscape management (ILM) is a way of fostering resilient landscapes through long-term collaboration among multiple stakeholders.

competing priorities, often with diverse interests, perspectives, influence, cultures and languages, and sometimes with histories of conflict.

Each landscape, seascape, watershed, territory or jurisdiction is unique. So ILM interventions are context-specific. How stakeholders come together in the landscape to form a partnership, the type of partnerships and the level of cooperation also vary widely depending on the circumstances. The partnership may be an informal grouping of stakeholders, a structured but voluntary coalition or a formally constituted association. The convening organization may be a locally-trusted NGO, university, land management authority or local government.

Though each landscape is singular, LPs all encounter common challenges in carrying out collaborative action. For the majority of stakeholders in a given landscape, what we call landscape literacy is typically low. People are generally not familiar with the overall economic, population and ecological flows within the landscape, nor how resource management impacts in one part of the landscape affect other parts. Information relevant to land use decisions and practices is often difficult to access, compare and evaluate. Stakeholders operate at different scales within the landscape, with producers, buyers and government agencies working across farms,

supply chains, land use types or administrative boundaries. This reality makes it hard to align their priorities.

Furthermore, while policies often aspire to sectoral integration, in many parts of the world public programs and regulatory agencies still operate in policy silos. The result is fragmented short-term government interventions. Potential synergies between different actions go unexplored. And while raising and allocating finance is a critical part of transitioning to a world with resilient landscapes, many finance institutions are not organized to handle landscape investments.

To make the process easier, more effective and more inclusive, the 1000L initiative offers this Practical Guide to ILM. The guide provides a generic, locally adaptable, conceptual process and practical guidance for carrying out ILM. The guide is intended for LP conveners, facilitators, leaders, members and supporters.

The 1000L coalition created this Practical Guide to ILM by incorporating the collective experience of 1000L partners. The guide refers users to [a supplemental tool guide](#) of suggested tools that can support collaborative landscape planning and action. 1000L is creating additional tools and resources to further support these processes and serve the diverse needs of LPs worldwide.

Getting started with the Practical Guide for ILM

The Practical Guide for ILM outlines an adaptive, collaborative and iterative process to help stakeholders achieve transformational change in their landscape. The process has five elements illustrated in Figure 1 and 18 outputs organized in Table 1.

Good governance and access to sustainable finance and markets makes success instituting ILM possible. When governmental, financial or business support is lacking, stakeholders joining together through long-term LPs can also be a means to connect with and influence others.



Figure 1. The ILM Process visualized

ILM Elements and Outputs

Element 1 - Landscape Partnership

- Output 1.1 - Stakeholder identification and engagement strategy
- Output 1.2 - Landscape partnership agreement
- Output 1.3 - Landscape partnership capacity and performance assessment
- Output 1.4 - Partnership strengthening strategy

Element 2 - Shared Understanding

- Output 2.1 - Map of the landscape boundaries
- Output 2.2 - Context analysis: landscape history, state and trends
- Output 2.3 - Future scenarios
- Output 2.4 - Assessment of landscape challenges and opportunities

Element 3 - Vision and Planning

- Output 3.1 - Shared vision for a thriving landscape
- Output 3.2 - Landscape strategy with targets
- Output 3.3 - Landscape action plan (short term)
- Output 3.4 - Landscape finance strategy

Element 4 - Taking Action

- Output 4.1 - Action plan tracker
- Output 4.2 - Communication strategy
- Output 4.3 - Landscape narratives
- Output 4.4 - Landscape investment portfolio

Element 5 - Impact and Learning

- Output 5.1 - Results and analysis of impact
- Output 5.2 - Reflection and learning summaries

How to use this Guide

This guide describes each of the five elements of the ILM process. For each element, we illustrate two to four concrete outputs that LPs can produce to demonstrate progress, and provide foundational materials to share with their partners.

Any LP with only locally available or accessible resources can implement all of the process elements and produce all of its outputs. LPs are encouraged to invite local agricultural, environment and sustainable development specialists to advise them, join their partnership or even facilitate some processes. But LP members—especially community land and resource users and managers who are ultimately responsible for local landscape regeneration over the long term—must take the lead and fully own the process.

You will note that we focused this guide on the structure and process for effective collaborative landscape management. It does not delve into the substance of landscape regeneration strategies or specific interventions in action plans, as these are context-specific. There are rich experiences, resources and insights to be gleaned that can inform those choices, and 1000L is developing other resources to support landscape and seascape partners in analyzing options and crafting their strategy and actions.

To make the process easier, a curated [Tool Guide](#) has been developed to supplement each element and output described in this guide. We created this catalog from a global inventory of more than 300 tools based on several criteria: ease of use, low cost, accessible using simple technology, minimal technical capacity required and relevance to a broad range of landscape initiatives. This list will continually evolve as new tools are developed or improved.

Users can employ the five elements to provide context and guidance to any LP as it works to create a more resilient and sustainable landscape. Leaders can return to specific elements and outputs over time, in each instance building on experience and addressing new challenges and opportunities as they arise. The process is not linear and benefits from feedback loops.

Based on the history of collaborative relationships in the landscape and the maturity of the partnership, the LP can identify a few priority outputs to pursue. Progress on one output may inform or inspire interest in another. Newer LPs may want to focus on stakeholder engagement and developing a shared understanding and vision, while an established, well-organized LP with a dynamic action plan may wish to focus on refining its strategy and strengthening its landscape investment portfolio and finance approach.

The 1000L initiative recognizes that working to change unsustainable practices and achieve transformational change takes time. Landscape stakeholders implementing the full collaborative process described under in the ILM Practical Guide will typically require at least a 20-year timeframe, though they can achieve significant impacts along the way. They will need to make regular adjustments to adapt to changes in climate, economy and society.

More detailed information on the process and the LP implementation tools and resources we recommend are being added to the 1000L website at www.landscapes.global and our online landscape management platform Terraso at <https://terraso.org/>. Terraso provides one way for LP members to stay informed about progress and access useful information about their landscape, such as remote-sensing land-use data. 1000L will also soon launch group learning resources.



Element 1 :

Landscape Partnership

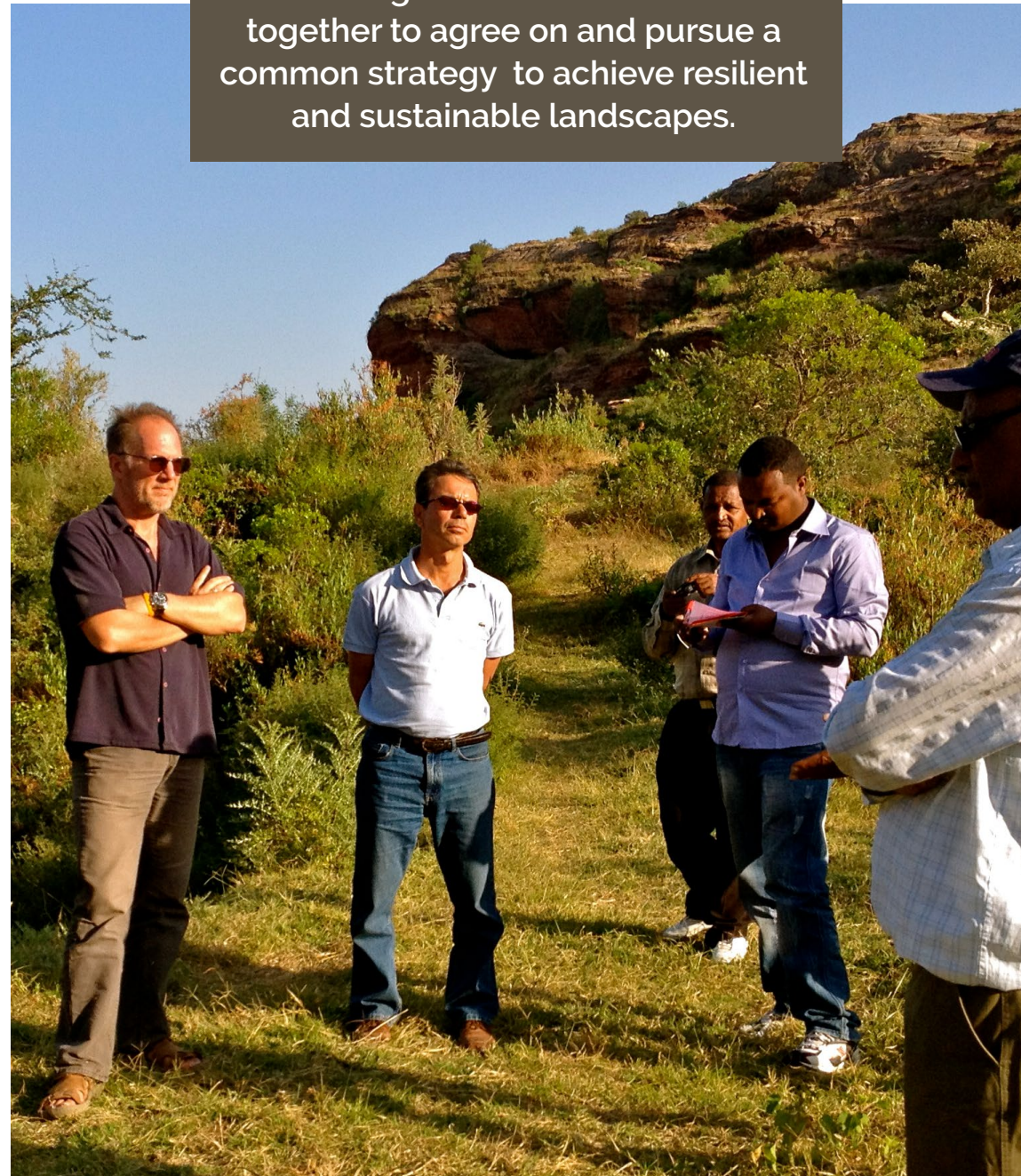
Developing a strong, long-lasting coalition of stakeholders in the landscape from across sectors and communities.

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Moving towards more resilient landscapes requires cycles of negotiation, and opportunities for landscape actors to communicate effectively. LPs bring different stakeholders together to agree on and pursue a common strategy to achieve resilient and sustainable landscapes. LPs create a space for stakeholders to share information, develop a common understanding of problems and opportunities, negotiate outcomes, create a shared vision for the landscape and collaboratively decide and implement action plans to sustainably manage a landscape's resources. LPs can help build trust between different stakeholders. They assist in addressing conflicts over resource access, democratize development by giving a stronger voice to minority groups and facilitate collective learning. Strong facilitation through an LP can help actors focus on negotiating their core interests rather than defending specific solutions. This collective approach also aids stakeholders in finding ways to enhance synergies and reduce tradeoffs among resource users and uses.

Examples of strong landscape partnerships are exemplified in the [Lake Naivasha Basin](#), Kenya and in the [Sierra Gorda Biosphere Reserve](#), Mexico.

LPs bring different stakeholders together to agree on and pursue a common strategy to achieve resilient and sustainable landscapes.



Landscape Partnership Outputs

1.1 Stakeholder identification and engagement strategy

Most LPs arise through the leadership of a few landscape stewardship champions from different sectors. LPs develop over time to recruit other proponents. These join into a network or community with shared leadership that involves allies from multiple sectors and organizations whose inputs are needed to sustainably manage the landscape. LPs can include local stakeholders as well as those who are physically distant but have legitimate interests in the landscape (e.g. investors or multinational companies that source from the landscape). The roles of the different stakeholders will depend on the LP's activities and the assets, capacities and motivations of its members.

Stakeholder mapping and analysis helps to identify the relevant players in the landscape who might be affected by, or who might affect, the LP's objectives. Based on this analysis, the LP can develop a consultation and awareness-raising strategy to help secure their engagement. The engagement process involves primarily listening to the

concerns and interests of prospective partners to understand what factors would attract them to join a partnership and what would keep them from joining. The process also involves sharing relevant, objective, culturally appropriate and easily accessible information about the challenges that are inspiring collaborative landscape action. Part of the strategy development is determining who would be most effective in approaching specific stakeholders to explore and spark their interest. For businesses to engage, the LP needs to present a clear business case for doing so.

Periodically updating the stakeholder analysis and strategy can ensure that LPs continue to include important stakeholders in dialogue and decision-making.

1.2. Landscape partnership agreement

The LP, whether a formal or informal grouping of partners, will come together around a common goal. This provides direction to the



LP and a foundation for collaborative action. To work effectively together, it is valuable for the group to have a clear agreement about its purpose and the ways in which it will operate.

Such an LP agreement may be quite short and simple initially. It will likely evolve to be more elaborate as new stakeholders come on board and the group commits to more concrete actions. For example, the process of deepening partner relationships and shared understanding, described in Element 2, and discussions that arise during the visioning and planning process, described in Element 3, might lead to refining the LP's goals and ways of working.

An agreement may include the LP's organizational values, its structure and governance, member roles and responsibilities, decision-making processes, procedures for conflict resolution and information-sharing. Some also specify available and possible future sources of funding.



1.3. Landscape partnership capacity and performance assessment

As LPs develop, it can be useful to assess the individual and collective competencies (values, knowledge and skills) that LP stakeholders possess for conducting ILM. Useful competencies include facilitation, conflict resolution, business development, knowledge of specific ILM tools, effective training methods, financial literacy, resource mobilization, partnership development and facility with information technology. A capacity analysis can identify gaps that might require either training or reaching out to recruit additional partners with those competencies. LPs may also want to periodically assess their own performance. This exercise would consider the processes that the partnership uses, progress in advancing collaborative action and the priorities for strengthening the partnership (1.4).

1.4. Partnership-strengthening strategy

Collaborative action requires continuous effort to sustain and strengthen the LP itself. And developing a strategy to strengthen the partnership is just as important for a successful LP as planning the technical aspects of implementing ILM. This strategy may build on findings from a capacity or performance assessment. Partnership and leadership strengthening may include enhancing collaboration, restructuring organizations, engaging new partners, building trust, boosting negotiation and other skills, improving communications, increasing transparency, sharing leadership roles, building multi-generational leadership or mobilizing financial support. The leadership team or LP membership as a whole can periodically assess progress in partnership strengthening.

Shared Understanding

Building a common understanding of the state of the landscape, trends, future scenarios and one another's interests.

Stakeholder groups in a landscape come to every LP with different perspectives based on their own experience, values, priorities and expertise. Before they begin to negotiate, agree and act on collaborative landscape management plans, they require sufficient knowledge and information about the landscape as a whole to make informed decisions. The partners need to have a broadly agreed-upon evidence base. While external experts can make valuable contributions, these analyses rarely provide a sufficient foundation to achieve such agreement. Rather, the partners themselves need to jointly generate, analyze and evaluate the information collected from their different perspectives. This work often demands help from a neutral facilitator.

Shared understanding means that stakeholders understand the landscape—its cultural and natural history, its geography, what is happening within its boundaries and why those things are occurring. They need to consider trajectories of change into the future. They also need to gain insight into the interests, needs and capacities of other stakeholders. In the process, they may begin to perceive new ways of managing resources that could generate synergies and reduce tradeoffs.

Examples of efforts to collaboratively develop a shared understanding within an LP can be seen in the [Caribbean North Coast](#), Honduras and the [Atewa-Densu](#) landscape, Ghana.

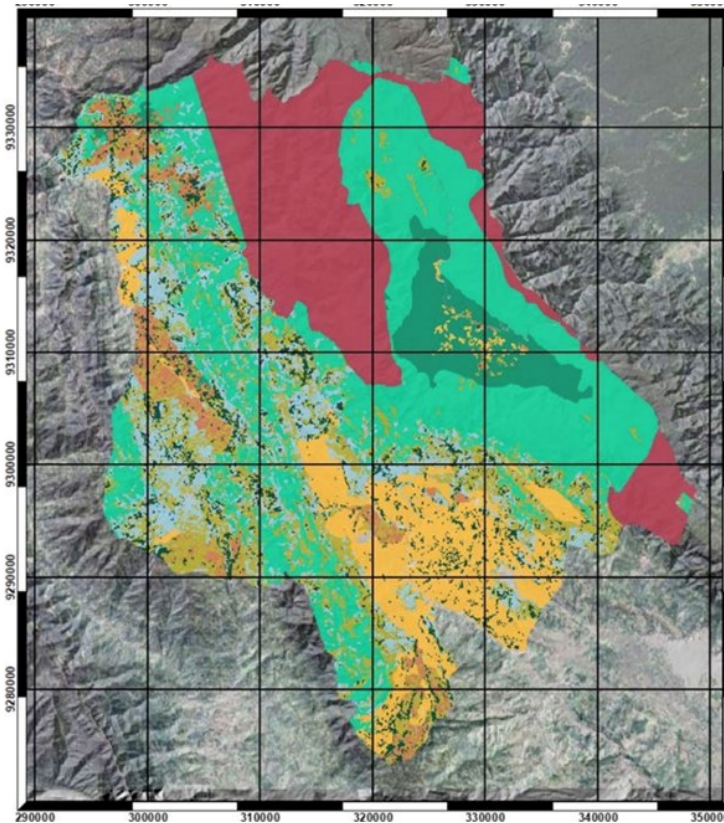


Shared understanding means that stakeholders understand the landscape—its cultural and natural history, its geography, what is happening within its boundaries and why those things are occurring.

Shared Understanding Outputs

2.1. Map of the landscape boundaries

Collaborative landscape action requires delineating and agreeing on the geographic area where the LP will focus. Landscape delineation takes into account spatial information like jurisdictional boundaries and locations of major socioeconomic activities; key physical features like topography, rivers, towns and cultural landmarks; and ecological processes like water flow and wildlife movements.



• A map of the Lamas, San Martin landscape in the northern Peruvian Amazon with color-coding indicating different areas for production and conservation. Source: LandScale

LPs sometimes begin with the stakeholders producing rough hand-drawn boundaries. These boundaries are then refined over time as the partners better comprehend the landscape's dynamics and the ecological, social and economic interactions between different areas or as new partners join the effort. A foundational map will eventually be a key tool for all of the LP's subsequent activities.

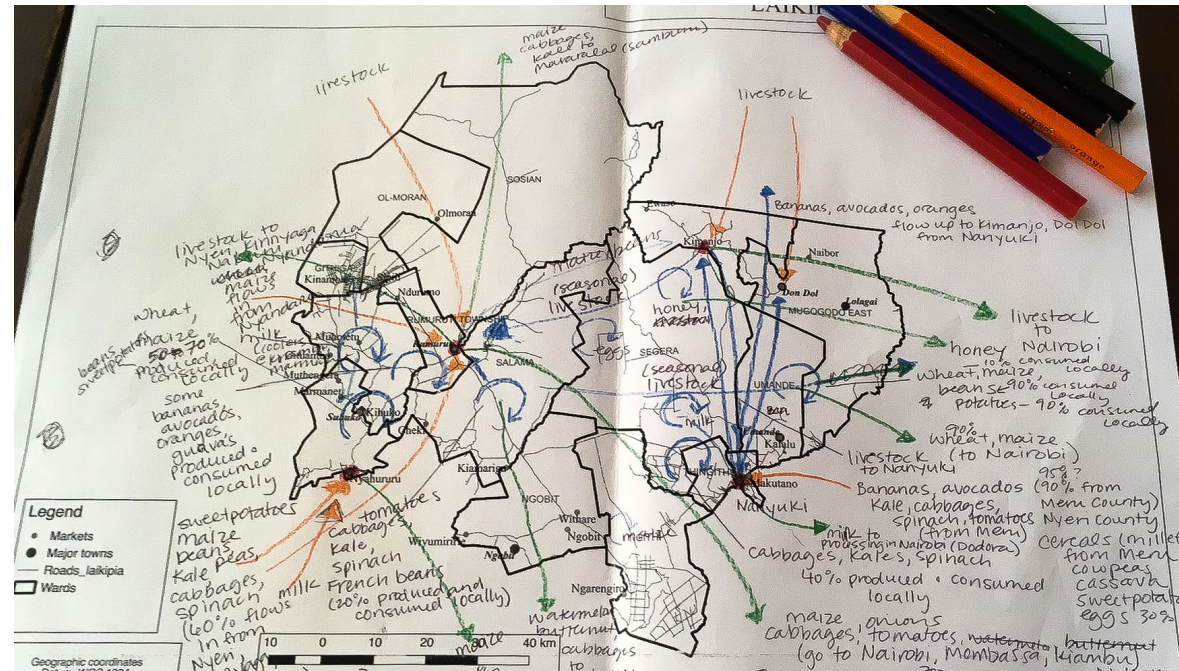
2.2. Context analysis: landscape history, state and trends

Before planning any future activities, stakeholders need to understand the landscape's history, current state and projections of resource and land use. Analyzing the ecological conditions/ecosystem services, social structures and norms, cultural and spiritual beliefs, economic opportunities, legal and institutional frameworks, financial flows and market dynamics helps stakeholders assess important trends in their landscapes. It can be especially useful to clarify spatial patterns—how these trends have affected different areas of the landscape.

Stakeholders need to be aware of the landscape's current state. Key to this is taking an inventory of its natural resources: Which are healthy and which are degrading and who is benefitting from exploiting them and who is being left out. The stakeholders can

also learn how different parts of the landscape interact, for example how upland soil and forest management affect water flow and quality downstream.

Partners also must understand the main trends and drivers that are affecting agriculture and natural-resource use and management in the landscape. Relevant issues may include land-use change (e.g., agricultural expansion, urban development and resource extraction), socioeconomic trends (e.g., the main sources of income for different groups), demographic trends (e.g., migration patterns and population growth) and the local, regional and national governance context (e.g., local tenure arrangements and traditional decision-making authorities).



- Hand-drawn map of 'food flows' in Laikipia County, Kenya
- indicating key food system trends and developed in a highly
- participatory way. Source: EcoAgriculture Partners

A strong context analysis will solicit information from a spectrum of stakeholders and include types of analyses that different LP stakeholders consider to be important. Analysts may give particular attention to the concerns and interpretations of minority groups whose perspectives are less commonly reflected in academic studies or government reports.

Information sources may include reports from routine monitoring by government agencies, research organization or NGO studies, participatory assessments including the voices of farmers and other local practitioners, and structured stakeholder workshops.

In some places, collecting information may be difficult: official government records may be hard to access, information access laws may not be in place or enforced and the capacity to request information from the state or to access online databases may be weak. In such cases, the LP can draw instead on the insights and reconstructed histories developed by focus groups that include diverse individuals who have deep experience in the landscape.

Analysts can share the information they collect with the LP in ways that can be easily understood and evaluated by different stakeholder groups. Some might be comfortable to read through a narrative report, while others might prefer maps, statistical analytics, visual dashboards or stories.

2.3. Future scenarios

Scenario development can help landscape actors understand likely future outcomes of different plans. They can create possible future scenarios with specific spatial assumptions and more realistically consider the opportunities, barriers, tradeoffs and synergies of continuing business as usual versus alternative pathways.

LPs that have the necessary resources can go further with more formal scenario modeling. This involves a more rigorous comparison of the possible outcomes of different scenarios using quantitative data-based models. These models require clearly defined assumptions, for example, about economic and population trends, market demand, farm productivity or the application of regulations. The process requires the assistance of modeling specialists who are experienced in, and committed to, participatory modeling and sharing results with non-specialists.

LPs can compare scenario development and modeling outputs through side-by-side comparisons of maps, tables or sketches for stakeholder discussion.

2.4. Assessment of landscape challenges and opportunities

A key LP output is a synthesis of the analyses and scenarios above into an assessment of landscape priorities, challenges and opportunities. In ILM, for a collaboration to be successful, all stakeholders must have enough information to adequately negotiate and protect their interests while understanding and respecting those of other stakeholder groups.

Stakeholders must have the time they need to process the analyses and scenarios and to exchange views directly with those who have different perspectives. This may involve a series of dialogues about the analyses or scenarios, joint walks across landscape transects to share perspectives, interpretations of landscape assessments or storytelling about stakeholders' experiences.

The LP should present the final agreed-upon assessment as a report, a visual diagram, a landscape scorecard or a map that all stakeholder groups can understand. A compelling assessment provides the basic foundation for developing a shared Vision and Plan.

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Vision and Planning

Forging a long-term, inspiring vision and strategy and developing a spatially targeted action plan and landscape finance approach.

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Visioning and planning are collaborative efforts to lay out a desired future and design a long-term roadmap for implementing ILM. Stakeholders negotiate how to work together to address problems and their root causes and to leverage unrealized opportunities in the landscape. A key role for LP facilitators is to advance negotiations that have been informed by the evidence and analysis of challenges and opportunities and ensure that all stakeholders are heard despite power differences.

Efforts to build a collaborative vision for landscape action are exemplified in [Central Lombok, Indonesia](#) and the [Altiplano landscape, Spain](#).

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- Community members in Eastern Uganda meet to develop a shared vision for the landscape.



Vision and Planning Outputs

3.1. Shared vision for a thriving landscape

Once LP stakeholders share an understanding of the biophysical and social environment, the challenges, opportunities and the motivations of other stakeholders, they are ready to develop a joint vision for the landscape. The landscape vision should be long-term—a generation or more—which is the time required for transformative change. This frames the desired future and the landscape’s most valued features and functions for its people, economy and nature.

The LP would craft its vision to inspire a broad group of landscape stakeholders into collective action. For example, the [Coffee Cultural Landscape of Colombia](#) is merging goals for sustainable production and ecotourism through a shared cultural history. A province in [Yunnan China](#) is building a national reputation as a source of healthy, environmentally friendly food products. The [Central Highlands of Chhattisgarh State of India](#) are restoring landscapes by blending local wisdom and knowhow and scientific information. The [Yellowstone to Yukon corridor](#) of North America is promoting an interconnected system of wild lands and waters stretching from Yellowstone to Yukon, harmonizing the needs of people with those of nature.

The vision should be shared in a form such as a short text, an illustration or any other creative mode or combination that speaks clearly to all stakeholders.



3.2 . Landscape strategy with targets

After crafting a shared vision, stakeholders can devise how to achieve its goals through a long-term strategy. In this strategy, pathways for sector or area development should mutually reinforce one another. For example, the sustainable landscape vision inspires ecofriendly tourism that sources from local sustainable farmers and enables forest product sellers to enter zero-deforestation markets. Together, these stakeholders invest in reducing water pollution that protects human health, aquatic biodiversity and sustainable fisheries.

Strategy development should start by more clearly specifying the targets. Stakeholders agree in more concrete terms on what results they want to achieve in the landscape. This means going beyond a general vision. Here are some examples of moving from concepts to actionable, measurable outcomes:

Concept	Concrete Goals
Improved Well-being	Universal primary school for Indigenous groups, diversified livelihood for smallholder farmers
Healthy Nature	100,000 hectares of forest restored by 2030, year-round river flow restored by 2040
Regenerative Economy	New markets established for sustainably produced crops, at least five new investments by corporations with sustainability commitments
Inspiring Collective Action	Increased civic participation in landscape governance, perverse public incentives for degradation eliminated

Many of these medium- and long-term targets need to be spatially explicit about the natural resources and human communities involved. Stakeholders may also designate priority areas for natural habitat protection, sustainable agricultural production or sustainable human settlements, industry and infrastructure. These measurable targets can later be used in developing indicators to track progress (5.1).

The strategy should then outline a roadmap for moving from the present to reaching the targets and realizing the long-term vision. This involves designing and evaluating different approaches, their feasibility and their benefits and risks for different stakeholders. The process can build on previous scenario outputs (2.3) to compare different strategies. Formal scenario modeling can test strategies against different assumptions about population and market trends and the impacts of changing land use and management.

LPs can communicate the strategy as a table or diagram that presents a rough timeline linking specific components to key outcome targets. This can be accompanied by more detailed descriptions of the main strategic components and why they were chosen.

3.3 . Landscape action plan

LP members can develop a short-term (typically 2-5 years) landscape action plan to begin implementing the long-term landscape strategy (3.2). This process often includes an initial stock-taking and spatial mapping of projects, businesses and programs that are aligned with the landscape vision and strategy. The action plan may involve expanding or linking these. It may also include proposals for new activities and investments that are unfamiliar locally and need to be studied. LP members may undertake visits to see such endeavors in operation outside the landscape or invite others to share their experiences with the LP.

Activities to consider in an action plan may be diverse, reflecting the involvement of various actors. These might include: engaging with cooperatives to develop a sustainable smallholder support program, conducting cross-sectoral capacity building, investment by agribusinesses to reduce water pollutants, setting up a crop certification program, instituting a local government small grant program for innovators, performing market research for new sustainably grown products, setting up a food safety net for the poor, modifying the route or construction materials for a new road or organizing an annual arts festival around the LP's vision to mobilize greater citizen support.

The LP must thoughtfully evaluate the proposed activities for their potential costs and benefits for different stakeholders, synergies and tradeoffs among them and their alignment with the strategy. A cooperative priority-setting exercise may be useful. Working collaboratively to develop the action plan involves practical discussions and negotiations on how to align, coordinate and integrate the proposed actions within stakeholders' existing mandates, work programs and business plans. The LP may need to consider how to mobilize inputs and support from local farmers and community groups, state and national government authorities and corporations whose engagement (or at least acquiescence) it needs for successful plan implementation. Typically, LPs will invite or set up working groups to formulate the details.

The agreed landscape action plan may be fairly broad or quite detailed. It may take the form of a written report, table, calendar, map or video. In whatever form, it should clearly communicate the activities, who will be responsible for implementing those activities and the timeline for action. LPs can then more easily and regularly track them as described in 4.1. The partnership can show the locations of proposed activities on its landscape map to provide a visual representation and highlight synergies. As landscape initiatives face continually changing conditions, the group can adjust action plans regularly (perhaps every 6-12 months) and revise the full plan every 2-5 years.



Working collaboratively to develop the action plan involves practical discussions and negotiations on how to align, coordinate and integrate the proposed actions within stakeholders' existing mandates, work programs and business plans.

3.4 . Landscape finance strategy

Some public, private and civic projects in the landscape action plan can self-finance or access their usual sources of funding to implement their commitments to the plan. But others require focused efforts to mobilize the needed money. The LP may need to marshal collective action to secure the additional funding from local, national or international sources.

For example, if local banks offer a line of credit for conventional coffee production but not for coffee grown in agroforestry systems, a group of LP members may need to work with the bank to develop a new instrument. Projects to be collaboratively funded by different government agencies may require administrative harmonization. Achieving transformational change may involve a large and ambitious landscape investment portfolio that requires larger and long-term finance. Solutions might include mustering large development bank funding, organizing special landscape investment funds, aligning territory-wide public budgets, attaining long-term grant funding to support LP organization, or procuring blended or coordinated public-private-civic finance agreements.

To secure such resources, an LP may need to define a separate landscape finance strategy with clear responsibilities for action. This will often involve finding expert allies in the financial sector—individuals and institutions who are willing to align with the landscape vision and strategy. These allies can help design the finance strategy and new financial mechanisms and identify suitable funding sources.



Taking Action

Coordinating action, developing and financing an integrated landscape investment portfolio and tracking and communicating implementation.

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To effectively implement the LP's action plan requires proactive leadership by the LP. It may need to mobilize financial and human resources as well as stakeholder knowledge and skills. Shared leadership involves delegating leadership roles to different stakeholder groups based on their expertise. This encourages involvement, contributes to creating a stronger sense of ownership and helps to rebalance inequitable power dynamics.

Successful implementation also requires efforts to sustain stakeholder attention and maintain momentum, since some actions may not bear fruit for many years. Robust internal and external communication strategies are critical to maintain stakeholder interest and attract new partners. Organizing regular LP meetings is also important to provide opportunities to assess progress, discuss coordination needs and ways to maximize synergies, mitigate tradeoffs and mediate conflict.

Examples of LP's taking action include the [Green Pearl](#) programme in Haiti demonstrating how tracking and mapping action across the landscape enhances coordination while [Fiji's Great Sea Reef](#) provides an example of a seascape actively taking a new approach to landscape investing.

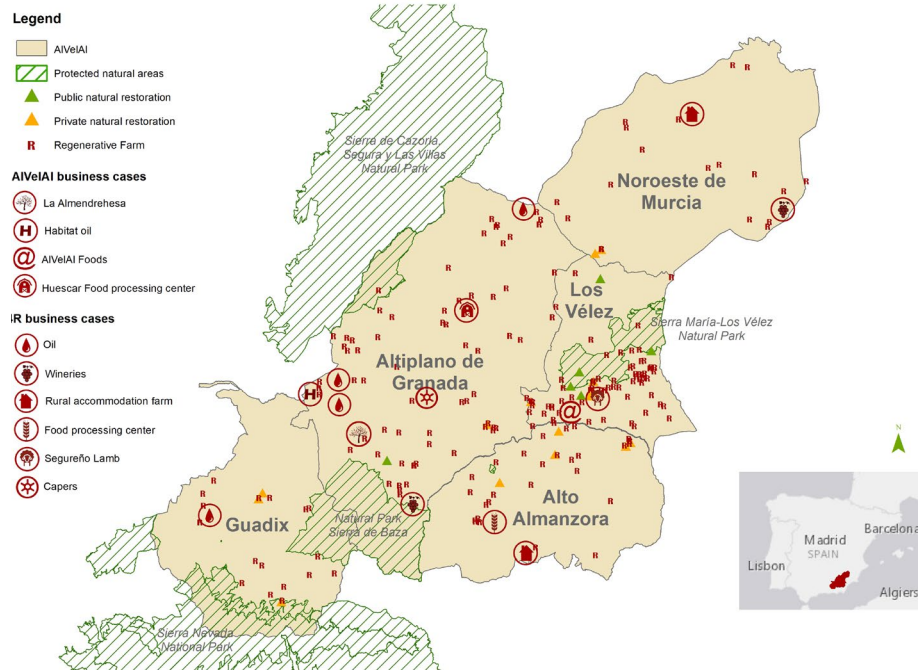


Shared leadership involves delegating leadership roles to different stakeholder groups based on their expertise.

Taking Action Outputs

4.1. Action plan tracker

Tracking action over time allows LPs to refine their implementation strategies and action plan to build upon synergies and avoid tradeoffs as they arise in real time. Tracking also allows implementers to communicate to the LP, other stakeholders and external actors the status of projects as they are happening and where they are happening to better promote collaboration. An action plan tracker may take many forms: LP meeting notes, large visual displays like wall maps or models in community meeting spaces or a digital tracking system.



Map of the Altiplano landscape in Spain indicating different businesses' activities and zones across the landscape for enhanced coordination.

4.2. Communications strategy

Both internal and external communications are invaluable to implement an LP's action plan and strategy. LP leaders need to regularly engage with stakeholders to maintain their interest in the shared vision and commitment to reach the LP's objectives. Keeping the partnership running smoothly may involve activities such as organizing regular meetings, sharing progress updates through newsletters or other media, mediating conflicts among partners or delivering training.

Meanwhile, developing strong communications and working relationships with potential investors, business leaders, policymakers and other supporters is also important. Communications and outreach that ensures the LP's visibility and attracts the interest of external partners can include tours showcasing landscape and local green-enterprise innovations, holding local policy forums, participating in agricultural or business fairs, publishing policy briefs, engaging in social media or providing stories to the news media.

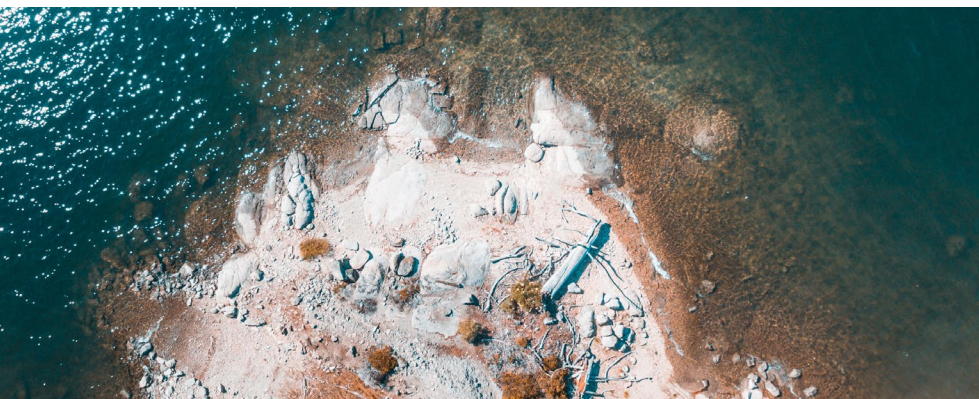
To sharpen planning and make coordination easier, LP facilitators or other members can create a master calendar showing all stakeholder engagement and outreach activities and outputs. Such a calendar would include dates, the persons/organizations responsible and other relevant information

4.3. Landscape narratives

Storytelling is an effective way of communicating information and motivating action for change. Through narrative development, LP stakeholders can highlight inspiring or important aspects of their journey. This may motivate others to continue working together by underscoring early successes and articulating longer-term aspirations for the landscape.

Compelling landscape narratives can also attract the interest of external groups who could contribute to the LP's success, such as policymakers, investors, buyers of marketed products from the landscape, business leaders or the media. When developing these narratives for different audiences it is important to focus messages on matters that are relevant to them and use their language. For example, pitches to potential investors might include information on the landscape's natural capital valuation and investment portfolio (output 4.4).

Landscape narratives can take various forms to appeal to different audiences: a story, a video, a play, photographs, visual arts, music, a poem, a media article or a marketing flyer. LPs can incorporate these applications of the narrative into the calendar of stakeholder engagement and outreach (4.2).



4.4. Landscape investment portfolio

A centerpiece of ILM implementation is translating the action plan into a concrete and integrated landscape investment portfolio LPs can use to attract finance and investment that supports landscape goals. This portfolio includes both asset and enabling investments.

The asset investments produce direct benefits for the regenerative economy, human well-being and healthy nature. Examples might be smallholder agroforestry investments, a public-private project for riverbank restoration, expansion of green businesses or new local health clinics for villages around protected wildlife areas. Enabling investments make regenerative asset investments possible. Examples include funding for LP organization, training, landscape data generation, policy innovations or creating a system of product certification or payment for ecosystem services.

The landscape investment portfolio would eventually include all the key private, public and civic projects and business investments that support the LP's objectives, and it would show where in the landscape they are being implemented. The LP could produce a portfolio tracker that distinguishes projects it is already implementing, those ready for financing (that is, they have done detailed project and business planning and incubation and have a financing plan) and those under development.

The LP can publicly share the landscape investment portfolio as a map, portfolio album or table. It can share information about investment-ready projects with prospective funders from the private sector, governments and philanthropy.

Impact and Learning

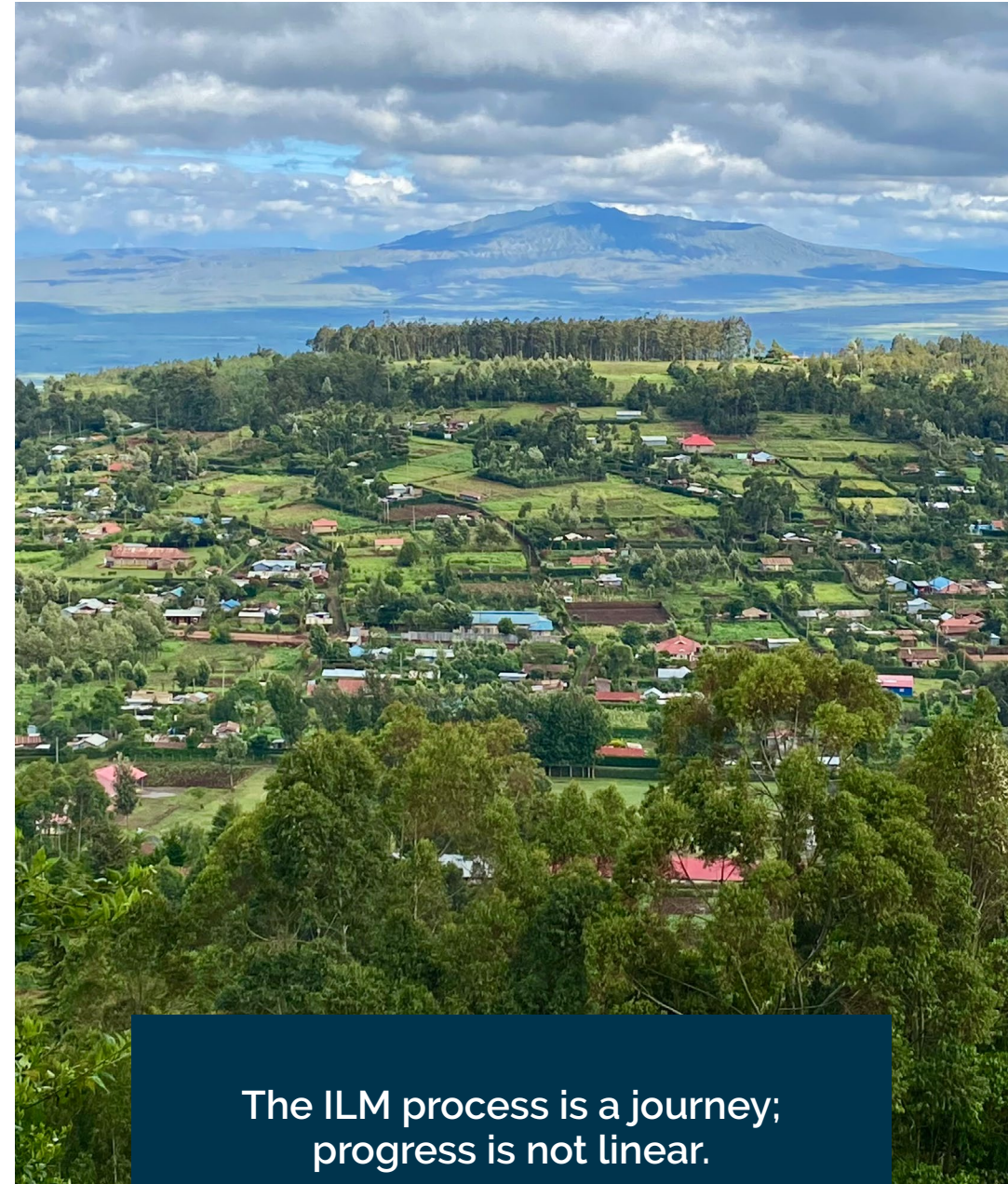
Measuring landscape impacts, capturing lessons learned and adjusting the landscape strategy and action plan.

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LP members need a way to assess progress they have made in reaching short-term goals and realizing the long-term vision. This means developing a practical and transparent learning and impact monitoring system that can help assess the outcomes of landscape activities against agreed indicators of holistic landscape-level impact. Landscape-scale impact assessment also supports ongoing learning about ways to improve the effectiveness of different management interventions.

The LP can use these results to adapt and improve its strategy, targets, action plans and investments. The evidence impact assessments create can also demonstrate the benefits of the LP and ILM to policy makers and other actors. It can also mobilize greater support for the approach and for the actions and investments being promoted.

Examples of landscapes using impact assessments and methods for capturing lessons and results include the [Greater San Jose Metropolitan Area](#), Costa Rica and the [Chiapas Coffee growing region, Mexico](#).



The ILM process is a journey;
progress is not linear.

Impact and Learning Outputs

5.1. Results and analysis of impact

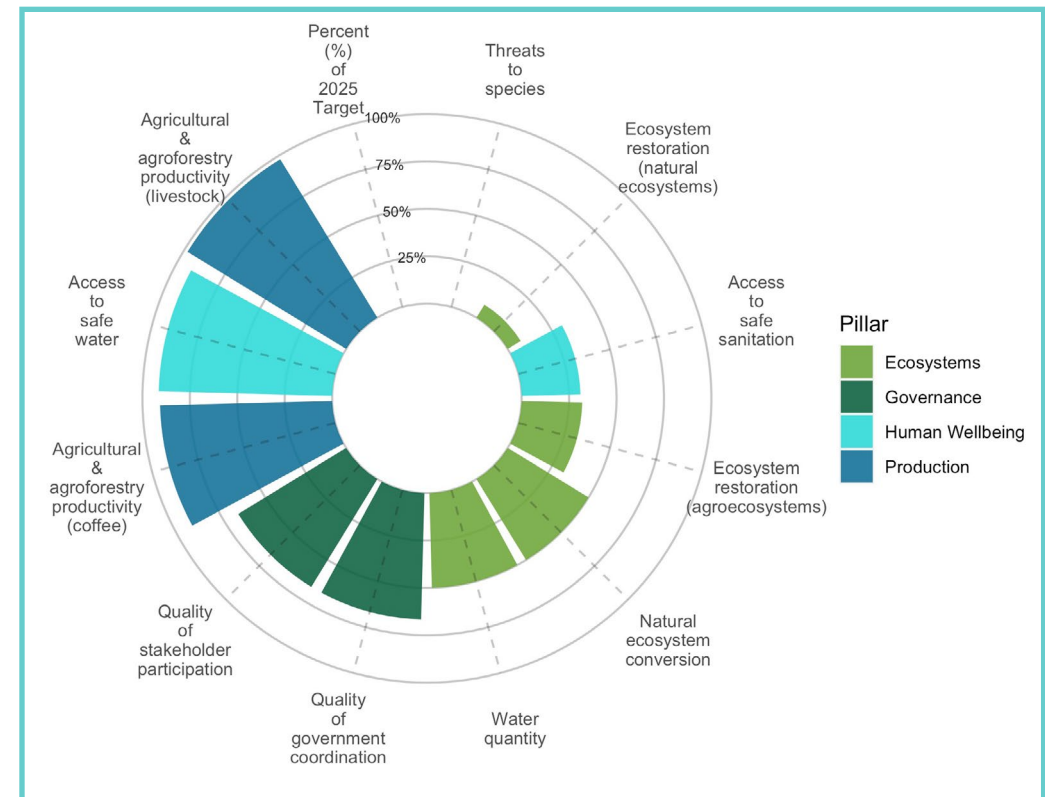
Periodically evaluating change in impact indicators can reveal whether the action plan and strategy are having the desired effect. This work also highlights the synergies and trade-offs inherent in different interventions. An LP's impact assessment starts with agreement on the set of target indicators it will evaluate, which can be adapted from the landscape strategy and long-term targets (Output 3.2). To inform a multistakeholder ILM strategy, these metrics need to include indicators related to production and the economy, healthy nature, human well-being and inspiration for collective action. Then, the LP must make decisions about methods that it will use to assess each of them, as well as who will be responsible for collection and analysis.

Organizations working in the landscape can use data that is easily available or that they already collect as quantitative indicators. Otherwise, informant interviews, focus groups, surveys of stakeholder perception or other qualitative measures may be used to estimate indicators for which there is little quantitative information or it is too expensive to collect. The LP may decide that certain impact measures are so important for guiding or sustaining collective action that it sets up its own measurement system.

Organizations can conduct baseline assessments once the members agree on target indicator measures. They can repeat such evaluations at regular intervals of roughly 3-5 years to allow time for interventions to generate results. But it's important to note that some ecological or market development indicators

may need a much longer time period before conducting an accurate assessment. Reports from impact evaluations are most valuable to stakeholders when data are synthesized and shared in simply structured spatial and visual formats, such as tables, maps, simple graphs or photographic or satellite records. New data should be viewed in relation to initial baseline or historic data. Combining these measures with the action plan tracker (4.1) can provide a rich picture of change.

The challenge is to analyze and interpret the results across all values and services in the landscape. A robust way of doing so is to convene the LP members and knowledgeable allies to review the results in small groups and then as a full group. The team can then synthesize the results into a report that includes the LP's stakeholder interpretation.



An example of an assessment towards key landscape indicators for the San Jose Northern Subcatchments of Costa Rica. Source: LandScale

5.2. Reflection and learning summaries

The ILM process is a journey; progress is not linear. Reflection and learning are essential parts of the impact evaluation cycle that help the LP adapt and iterate in order to continue growing in the right direction. Reflections allow an LP to move beyond tactical to strategic thinking. Learning entails looking at the past, understanding it and improving things as the partnership moves forward.

Facilitators can help the LP's members structure their reflections based on the impact analysis and other assessment results and translate these into concrete adjustments to the LP, landscape assessment, vision, strategy and planning and action plan. The partnership can capture these reflections and recommendations in a synthesis report, learning briefs, newsletter articles, videos or LP meeting notes. It can also use selected materials in external communications to motivate more support.



Inspiration and sources for the ILM Practical Guide

The Practical Guide to ILM was inspired and informed by global learning from field experience. Pulling from an array of literature, consultations and surveys over several years, Sayer et al. (2013) developed the [10 Principles for a Landscape Approach](#). Scherr, [Shames and Freidman \(2013\)](#) summarized ILM's key features being used across 80 communities of practice. Brouwer et al. (2015) developed foundational work on [Multi-Stakeholder Partnerships](#).

The guide's 5 Elements are adapted from those described in [The Little Sustainable Landscape Book](#) (Denier et al., 2015). The Little Book also highlighted three important catalysts that enable integrated landscape management – supportive governance, market access and sustainable finance. The Little Book consortium, which was led by the Global Canopy Programme, included EcoAgriculture Partners, IDH The Sustainable Trade Initiative, The Nature Conservancy and WWF. Other contributors included the Centre for International Forestry Research (CIFOR), the Global Environment Facility (GEF), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the Federal Ministry of Economic Cooperation and Development (BMZ), the World Agroforestry Centre (ICRAF), the International Union for Conservation of Nature (IUCN), Tropenbos International, the United Nations Environment Programme (UNEP), the World Bank and the TerrAfrica Secretariat.

Heiner et al. (2017) further systematized ILM approaches in a [practical guide for conveners of landscape partnerships](#). The World Agroforestry Centre, CATIE and others further elaborated ways to develop climate-smart landscapes ([Minang, et al 2015](#)), and the French Agricultural Research Centre for International Development (CIRAD) advanced the analysis and practice of territorial development (CIRAD 2018). The 5 Elements were also incorporated into the [4 Returns Framework for Landscape Restoration developed by Commonland](#), the Landscape Finance Lab (formerly WWF Landscape Finance Lab) and Wetlands International (Dudley et al., 2021). We incorporated insights from the Practical Guide and methodology for landscape impact assessments developed for LandScale (www.landscape.org) by Rainforest Alliance, Verra, Conservation International and their partners, and also drew lessons from the [Model Forest Network](#), [COMDEKS-UNDP](#) and the [International Partnership for the Satoyama Initiative \(IPSI\)](#).

We synthesized these various sources to generate the Practical Guide for ILM and further refined the work with helpful feedback from the [1000L Landscape Leaders Advisory Group](#) and collaborating landscape network facilitators. This guide provides a foundation for 1000L collaborative work.



Join the 1000L Community

1000L is developing tools, capacity, resources and connections to help you implement the ILM process and adapt it to your context and priorities. Please help us co-design 1000L's resources and refine this guide by sharing your own innovations, tools and experience.

This is a work in progress. You will be able to find resources for implementing ILM as they become available on <https://landscapes.global/> or on the Terraso platform.



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Source: Rainforest Alliance