Version No. 1

**THE BUSINESS CASE
FOR COLLECTIVE
LANDSCAPE ACTION**

LESSONS FROM LATIN AMERICA

10 STEPS TO IMPLEMENT A LANDSCAPE APPROACH

Credits

Introduction

Humanity's future depends on rainforests and tropical forests which are threatened by extractive models of agriculture and forestry. The Rainforest Alliance has a long history of supporting forest and farm communities to transition to more sustainable production models. This includes not only work at the farm scale but also through landscape-scale collaborative approaches that connect farm and forest communities with governments, companies, financiers, and donors, to co-design solutions and channel financing at a scale that can address wide-ranging, systemic challenges.

To bring this work to the landscape scale, the Rainforest Alliance and its partners designed the Business Case for Collective Landscape Action, or "Business Case," a public-private initiative supported by the United States Agency for International Development (USAID) and implemented by the Rainforest Alliance together with Clarmondial AG, CDP, and Conservation International. Business Case seeks to test and demonstrate the feasibility of landscape-scale approaches in biodiversity-rich landscapes with high rates of tropical deforestation by:

- Facilitating landscape-scale partnerships and the design of locally defined action plans in pilot landscapes and jurisdictions (led by the Rainforest Alliance and Conservation International)
- Channeling investments through innovative financing mechanisms to enable the implementation of the Landscape Action Plans in the countries and jurisdictions of work (led by Clarmondial)
- Mainstreaming the landscape and jurisdictional approach within companies and subnational governments, while promoting their integration into disclosure systems that contribute to making supply chains more transparent and sustainable (led by CDP).

Business Case seeks to reduce deforestation caused by the extractive production of raw materials, while conserving biodiversity, reducing greenhouse gas (GHG) emissions, and improving the quality of life of thousands of producer households. It is being implemented through pilot programs in Lamas, San Martín (Peru); the provinces of Sucumbíos and Orellana (Ecuador); Caquetá (Colombia); Sintang, West Kalimantan (Indonesia); and in five jurisdictions in Brazil, namely Pará, Amapá, Mato Grosso, Acre, and Maranhão.

This guide was developed as part of Business Case to document the Rainforest Alliance's experience implementing an integrated landscape management approach with landscapes in Latin America, and to share learnings that can support landscape action within Business Case and beyond. By publishing this guide, the Rainforest Alliance hopes to share its learnings with other organizations working on landscape approaches. The Rainforest Alliance-supported initiatives featured in this guide were launched in 2019 and 2020. This guide reflects learnings from progress to date. As implementation continues in these geographies and through the Business Case initiative, the process outlined here will be updated based on those learnings. These learnings will also contribute to the Rainforest Alliance's Thriving Landscapes offering under the Rainforest Alliance's new strategy–currently being developed.

The guide outlines 10 steps for new landscape initiatives based on the Rainforest Alliance's experience in the region. The steps were designed in partnership with the Rainforest Alliance landscape teams and reflect lessons learned from implementation to date.

Although presented as chronological steps, in practice, the implementation of the steps is more dynamic and iterative. Many steps occur simultaneously, or their outcomes may impact others, or affect their implementation. Each landscape evolves in a different context and therefore, the order and timing of implementation may vary from one to another.

10 STEPS

1 Define
the importance of working at the landscape level in the area of intervention

2 Identify landscape
actors and spaces

3 Create
or strengthen a platform for discussion

4a Coordinate discussion
to create a shared understanding

4b Define
landscape boundaries

5 Creating a shared vision

6 Develop an action plan
to achieve objectives

7 Create a financial strategy that both improves the use of existing public and private resources and attracts new financing

8 Implement the action plan
and seek investment

9 Monitoring

10 Updating the strategy
and implementation based on learnings

Background

Improving social and environmental well-being is in the Rainforest Alliance's DNA, made tangible through its projects in communities around the world. The Rainforest Alliance's efforts in Petén, Guatemala, in the Maya Biosphere Reserve—which have been ongoing for more than 20 years—initially focused on improving forestry practices. This was followed by adding good business practices for timber and non-timber products within communities. Most recently, the work in Petén has grown to include climate change mitigation and improving market access for community enterprises. This provided support to communities, municipalities, and producers to recover degraded areas from a productive restoration approach for agroforestry systems. This work has been carried out in alliance with the government through the National Council of Protected Areas (CONAP) and involved municipalities. Work with community forestry systems aligns well with landscape work; both approaches seek to create social, environmental, and economic benefits, generate impact at a larger scale, and assess the sustainability of forestry-based systems at a larger scale.

Following this shared work, the Rainforest Alliance expanded its work to the landscape scale with other projects such as the Alliance for Forests, Climate and Communities in Honduras, and the Climate, Nature, and Communities in Guatemala (CNCG) project. Both projects worked at the landscape scale to create a plan to improve the livelihoods of forest communities. They also created incentives for the sustainable production of timber and timber products to mitigate deforestation and protect local ecosystems.

In 2019, the Rainforest Alliance began exploring the potential to launch new Integrated Landscape Management (ILM) initiatives in San Martin in the northern Amazon of Peru and Guatemala's southern coast. In 2020, it launched a new landscape initiative in Jalisco, Mexico. While these landscapes are relatively young and are still building the landscape initiative, they have had some early successes.

- In **Trifinio del Sur, Guatemala,** the ILM initiative developed its first multi-stakeholder action plan focused on restoration. With corporate and foundational support, they have scaled up planting and identified priority areas for further restoration. Mangrove reforestation has grown from 10 ha/year to 75 ha/year and there has been over a 50 percent increase in reforestation in riparian zones.

- In **Jalisco, Mexico,** the landscape committee has taken ownership of the planning process, and they are currently developing a portfolio of investable projects to achieve the action plan goals. Public financing has been committed to 12 projects aimed at supporting small and medium-sized producers to improve agricultural practices. The Rainforest Alliance is also working with two agroindustry companies to align self-financed restoration projects with the action plan to increase their impact at the landscape scale.

- In **Lamas, Peru,** most of the work to date has focused on aligning stakeholder action. In 2022, local and regional governments passed decrees to bring public Integrated Development Plans in line with the landscape initiative goals and indicators. Most activities to date have focused on building the capacity of coffee and cocoa producers to reduce agriculture-driven deforestation (for example, how to carry out a deforestation risk analysis). Pilots are being undertaken to test new incentives, including a green credit scheme for smallholders to access below-market rates to improve practices linked to deforestation and watershed pollution. In 2021, the Lamas, Peru landscape joined the Business Case initiative to expand the scope of the landscape and better link it to investment. The new action plan being developed as part of the initiative will expand the current scope of six municipalities in western Lamas to encompass the entire province of Lamas (11 municipalities).

Most of the materials and lessons learned included in this guide originated in the three landscapes of Sierra de Tapalpa, Mexico; Trifinio del Sur, Guatemala; and Lamas, Peru. They also reflect the experiences and lessons from other Rainforest Alliance regional projects that have from the LandScale community of practice.

Given that the landscapes that have informed the design of this guide are newer initiatives, the guide is most relevant to landscape initiatives that are in a similar phase of implementation. There is much still to be learned as these landscapes evolve and as new landscape initiatives are developed in the region. The Business Case initiative seeks to catalyze further action in the Lamas, Peru landscape, as well as in partner landscapes in Colombia, Ecuador, Indonesia, and jurisdictions in Brazil. This guide is a first step at systematizing experiences with these landscapes to date, and Business Case will aim to update learnings in this guide and share experiences in additional landscapes as implementation continues.

How does this guide relate to other guides and resources for landscape initiatives?

Given the diversity of landscape initiatives, there are a number of existing useful resources that have been developed by other landscape projects and leaders. A number of existing resources are referenced in this guide, but many other useful materials are available which could not be included in this initial analysis. This guide seeks to add to the growing pool of resources for landscape initiatives by sharing the learnings and approach of key Rainforest Alliance-supported landscapes in Latin America.

Nevertheless, there are two initiatives with which the landscapes featured in this guide have collaborated with the most to date, and which are referenced throughout the guide, namely:

1000 Landscapes for 1 Billion People

1000 Landscapes for 1 Billion People (1000L) is a radical collaboration effort of local, community and farmer organizations, local governments, NGOs, businesses, and global organizations working to dramatically accelerate landscape-scale efforts to deliver sustainability and restore ecosystems, build rural prosperity and address climate change. It is convened by EcoAgriculture Partners and co-led by the Rainforest Alliance, Commonland, Conservation International, the United Nations Development Programme (UNDP), and Tech Matters.

Many of the landscapes featured as examples in this guide are either partners of 1000L or have collaborated with the initiative at some point. The 10 steps outlined in this guide map to the five landscape components developed by 1000L.

1000L released a **Practical Guide to Integrated Landscape Management** and an **Integrated Landscape Management Tool Guide**. These guides are high-level overviews of the process and tools developed in collaboration with 1000L partners. While this guide specifically reflects the experiences of Rainforest Alliance-supported landscapes in Latin America, the guide is designed to align with the 1000L framework so that it can be used in conjunction with materials being produced by 1000L.

PREVIOUS
Step 1

COMMON
UNDERSTANDING
Step 4

IMPACT AND
LEARNING
Steps 9 y 10

LANDSCAPE
PARTNERSHIP
Steps 2, 3

VISION AND
PLANNING
Steps 5, 6, 7

TAKE
ACTION
Step 8

LandScale

Developed by the Rainforest Alliance, Verra, and Conservation International, **LandScale** can enable better land-use decisions at a large scale. By assessing the impacts of all human activities across a given landscape—defined as a large ecological system encompassing multiple features and uses—decision-makers can collaborate to simultaneously measure, manage, and improve ecosystem health and human well-being.

Organizations, donors, governments, and companies can use LandScale to measure the sustainability of any landscape that is home to substantial natural resource-based economies and supply chains, including agribusiness, forestry, extractives, infrastructure, and tourism.

The three Rainforest Alliance-supported landscapes in Guatemala, Mexico, and Peru were founding pilots to develop LandScale. The three pilot landscapes also participated in a community of practice with two more landscapes during the development phase between 2019-2022, including:

- Sub-watersheds north of San José (SNSJ) in Costa Rica. The International Union for Conservation of Nature's Regional Office for Mexico, Central America and the Caribbean (IUCN) piloted LandScale in Costa Rica. IUCN worked with two landscape partnerships: Agua Tica (a public-private water fund founded in 2015) and the Commission for the Integrated Management of the Rio Grande de Tárcoles.
- **Kakum Hotspot Intervention Area (HIA) in the Central Region of Ghana.** This landscape was defined by Ghana's National REDD+ Strategy. The Nature Conservation Research Centre (NCRC) led the piloting of LandScale as part of the Kakum Sustainable Landscape Project and continues to coordinate efforts with various companies operating in the HIA, including Hersheys, Olam, Lindt, and others.

The development of the initiatives was aligned with the process of implementing an assessment using the LandScale tool. The lessons generated from this co-implementation have been captured in "call-out boxes" in many of this guide's steps, showing how LandScale can contribute to the implementation of that step, based on the experience of these landscapes.

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LANDSCALE
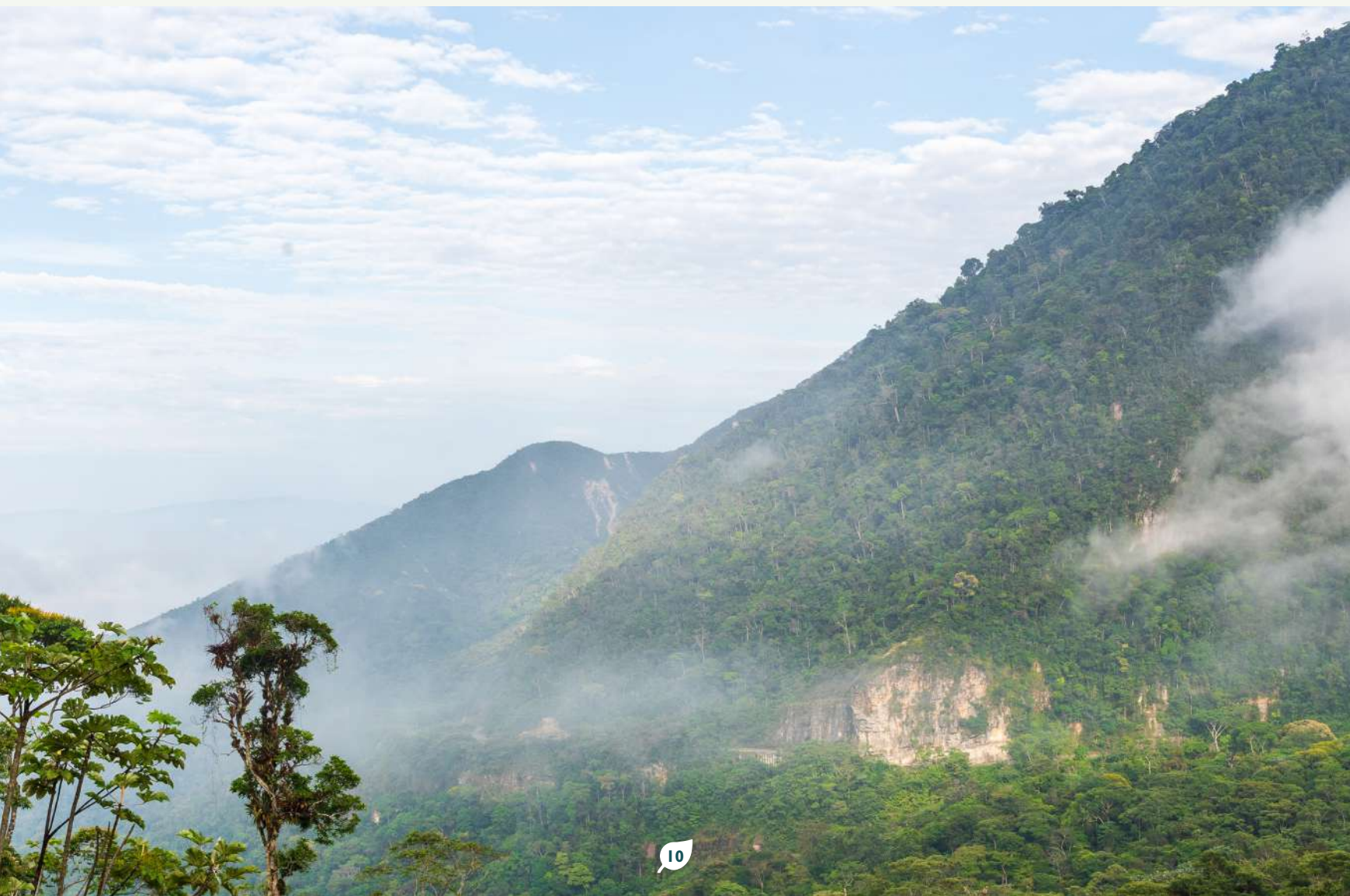
In some steps, a box shares lessons and issues to consider related to landscape governance.
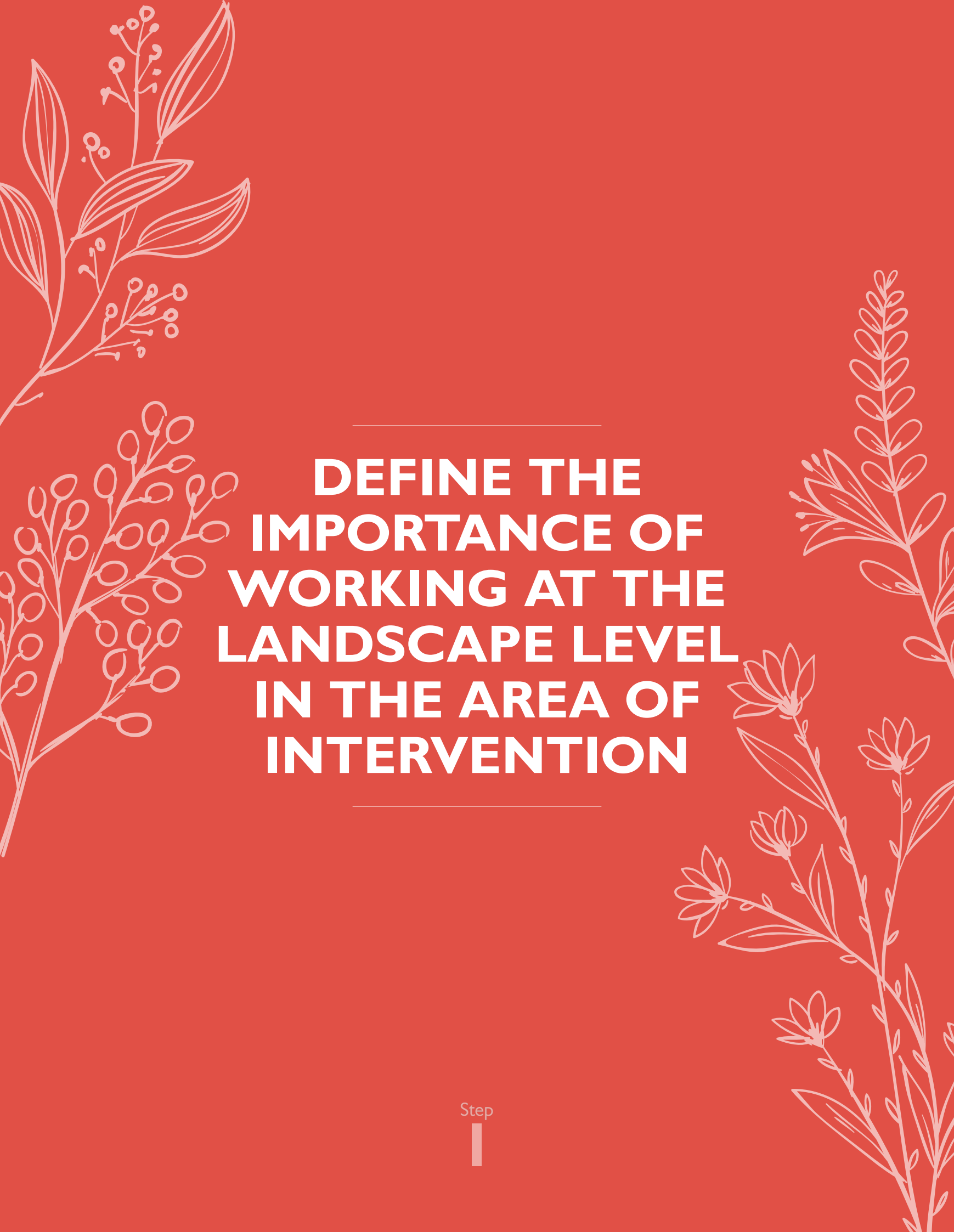
📍 **Landscape governance considerations**

In each step, this box will explain how the step aligns with the process to implement the LandScale assessment.

Definitions

- **Landscape:** A landscape is a territory defined by natural or administrative boundaries, in which people and nature live together. It is influenced by ecological, historical, economic, and socio-cultural processes and activities that take place within and adjacent to the region.[2]

- **Integrated Landscape Management (ILM):** A way of managing the landscape that involves collaboration among multiple stakeholders from multiple sectors, with the purpose of achieving sustainable and resilient landscapes with commitments extending over 10 years, while including multiple uses in the territory, and driving multiple positive impacts.[3]

- **Landscape partnership:** A long-lasting coalition of landscape actors and organizations working together for the future of the landscape.

- **Multi-stakeholder platform:** A participatory space made up of landscape stakeholders that facilitates collective discussion and decision making.

- **Landscape approach:** A facilitated process led by a group of stakeholders in a landscape to help reconcile competing social, economic and environmental objectives.[4]

- **Jurisdictional approach:** A subset of landscape approaches aligned with sub-national or national political jurisdictions to facilitate government leadership in advancing collective environmental, economic, and social outcomes. Such approaches are implemented through land-use plans, policies, initiatives, long-term investments, and other interventions.[5]

- **Integrated landscape finance:** An approach to finance multi-project, multi-sector investment portfolios that encourage synergies between investments to generate impact across multiple landscape objectives (biodiversity, climate, livelihoods, water, and relevant economic sectors). ILF is intrinsically linked to the Integrated Landscape Management approach.[6]

- **Landscape vision:** A shared perspective of the desired long-term future of a landscape, used to inspire stakeholders into collective action.[7]
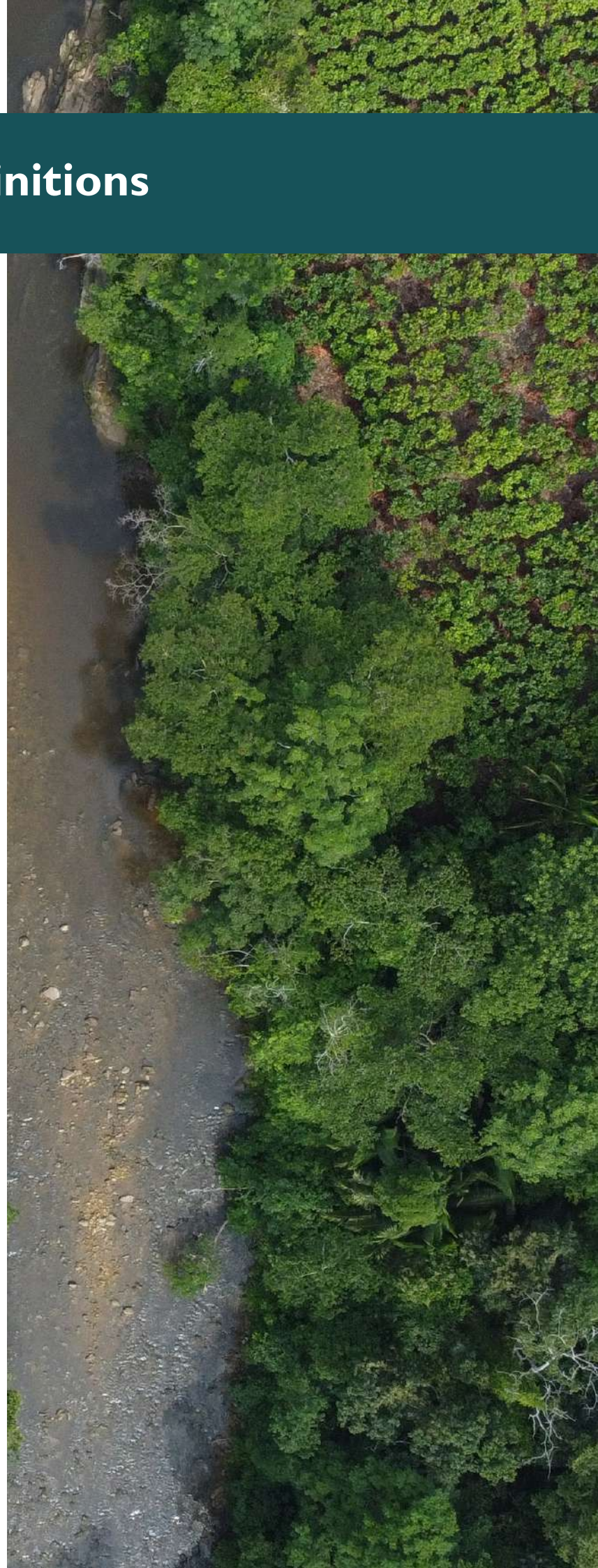
DEFINE THE IMPORTANCE OF WORKING AT THE LANDSCAPE LEVEL IN THE AREA OF INTERVENTION

Step I | Define the interest of working at landscape scale in the intervention area

When considering an integrated landscape management (ILM) initiative for an area, it is important to determine whether the landscape approach is strategic to the objectives of the stakeholder or stakeholder group convening or leading the process. So, the first step is to assess the challenges and opportunities of the territory to determine if it is strategic for an integrated landscape management initiative.

Our landscape analysis addresses suitability from two standpoints:

> 1. **Risk focus:** If there are challenges that the government, communities and companies in the territory cannot solve in isolation and it is more effective to tackle them collectively.
>
> 2. **Opportunity focus:** When there is a desire to access new incentives or investments that require cooperation, and joint work with other actors in the territory is needed to achieve the necessary cooperation or scale.

For a risk-focused approach, the most common motivation for applying the landscape approach is when there is a challenge or risk to local businesses, communities, or government, that these actors cannot solve alone. This could be, for example, loss of biodiversity resulting in a decline of pollinator species that agricultural producers depend on; Or when careless use of water results in shortages or watershed pollution, eventually leading to social conflicts that impact the social license of companies to operate in the landscape; Or when climate change impacts local production, and requires changing species or crops to adapt to new local conditions.

Usually, some stakeholders will be impacted more than others. When this happens, the landscape can seek to mitigate risk and level off negative impacts by building synergies between different landscape stakeholders. The Appendices for Step 1 includes examples of risks that prompted action at the landscape scale in Guatemala, Mexico, and Peru.

Such impacts may be obvious once they occur, but many technical organizations—such as the Rainforest Alliance—focus on identifying such imminent or future risks. When this happens, technical, research, and other organizations can call for government, businesses, and NGOs to take action. In these cases, an organization or a group thereof may emerge to organize the necessary actors within the landscape to address the identified risks together.

In an opportunity-focused approach, emerging opportunities to access new market incentives or financial mechanisms are identified, which require coordination across multiple sectors at a broad scale that would not be possible to access at farm o sector level—either due to the size of the investment or the coordination and complementarity of activities required to make it viable. In this case, consideration should be given to whether a landscape approach is necessary or beneficial to take advantage of the identified opportunity: Is a multi-sector approach at a territorial scale the most effective way to realize this opportunity?

Through landscape-scale cooperation, an area can transition from relying on sporadic awards and funding from the public and private sectors to more stable sources of funding, grants, and financial returns. Incentives or new opportunities for producers to adopt more sustainable practices can be created by pre-competitive collaboration between producers within and across sectors, starting a positive feedback loop.

Territorial labels, for instance, have been used to solve group issues, to guarantee that a product satisfies particular standards, and to preserve or increase the value of a territory or product. For example, the appellation d'origine contrôlée program was developed to ensure minimum practices to safeguard the quality of wine production in France against disease and market threats (see the case study in the Appendices for Step 1).

Access to large-scale investments that would be unavailable to specific actors independently might be another motivation. For instance, new models of blended finance[8] have been developed to build financial structures where public and private finance can work in tandem. They can support agribusinesses and initiatives to accomplish sustainable development goals that would not otherwise be able to access private financing at all or at a larger scale. An example of this is a water fund[9]. Water funds are typically public-private partnerships that invest in activities that enhance the health of watersheds through grants or profit-driven investments, overseen by a board of directors. A special vehicle[10] or green bond[11] that pools activities in a landscape to distribute risk among vehicle members—or to supplement the private financing model with charitable resources—would be another example. This would allow collective actors to access financing that would not be available to individual actors.

If a landscape approach is deemed appropriate, an initial intervention area must be defined.

To begin work, an initial region should be defined if it is decided that an ILM initiative will be beneficial. Just a general area of intervention should be specified for the time being. It will change and be more clearly defined as the process goes on. A map will support implementation for steps 2 and 3, though it does not need to be exact at this stage. It could be drawn up using an existing map of the area (like the one for Guatemala shown in the Appendices for Step 1) or created via ArcGIS, on paper, or with an online tool like Terraso. The initial map will be updated in Step 4.

If the intervention area is a jurisdiction or the scope of the landscape is already determined, an existing map of the territory can be used.

Outcomes for Step 1

- Determination of why the landscape approach is a good fit for the intervention
- Initial landscape map

Appendices for Step 1

- Case studies: risk-focused approach
- Case studies: opportunity-focused approach
- Diagnostic tool
- Case study: the evolution of landscape definition in Trifinio del Sur, Guatemala

LANDSCALE
Alignment with LandScale

LandScale suggests some criteria that are important when determining whether LandScale is appropriate for a given application:

- The local economy is natural resource-driven
- The landscape is large enough to determine linkages between various facets of sustainability, but small enough to inform actions–generally at least 100 km2.

These same criteria can serve as inputs in the above diagnostic exercises, to determine whether the landscape approach would be useful in a particular landscape.

CREATING THE LANDSCAPE PARTNERSHIP

2 | Identify landscape actors and spaces

Once the decision is made to proceed with an ILM initiative and an initial region is chosen, it is crucial to decide who should participate. When working at the landscape scale, initiatives need to be inclusive and participatory to success, taking into account a variety of viewpoints from all key sectors and stakeholders within the region. This is essential to truly understand the challenges at hand and design solutions that have the best chance of success.

The first action to facilitate this step is to map the actors and active spaces within the territory. Once identified, the capacities of the main actors to be included in the initiative should be assessed. This step can include initial meetings with stakeholders in the landscape, to better understand their priorities, needs and areas of interest, and thus create a better value proposition in **Step 3.** When convening meetings, this means crafting an agreement, and asking for participation and action from more stakeholders in the landscape.

Stakeholder mapping

The goal here is to identify the relevant parties in the area to then determine how to involve them in the implementation process. There are various approaches that may be employed to achieve this. It is also advisable to identify marginalized stakeholders. This information will be included in the "Cross-cutting issues and tools" section as a resource for fostering inclusion.

The categories to be chosen in the mapping exercise will depend on the context of each landscape. Potential actors include:
- **Government** (relevant agencies at local, regional, and national levels)
- **Private sector,** including:
  - Companies with international market linkages
  - Businesses with national and local market linkages
  - Cooperatives or companies working directly with producers
- **NGOs** or other interest groups with projects or interventions in the territory
- **Research institutions** (academia)
- **Indigenous peoples or other marginalized groups** within the territory, including social organizations.
-

As part of this process, it is important to identify existing discussion forums involving stakeholders from different sectors. These may include, for example, committees and working groups set up by ministries or by existing projects (e.g., in Guatemala, the Ocosito Watershed Committee set up by a UNDP project).

Outcomes for Step 2

- Mapping of actors and spaces in the territory

Appendices for Step 2

- Examples of stakeholder mapping methodologies

📍 **Landscape governance considerations**

When mapping existing spaces, it is important to identify their shape and functions. This will help determine whether it is strategic to use an existing forum or create a new coordination space. Issues of transparency, inclusive participation, accountability, coordination, efficiency, effectiveness, and capacity should be considered in mapping.

Create or strengthen a platform for discussion

There should be a strong effort to reach an agreement between actors, including defining key roles and responsibilities.

To coordinate a landscape initiative, it is important to have a multi-stakeholder space or platform where different actors can meet and exchange ideas about the vision of the territory and agree on joint actions to achieve the initiative's goals.

A Selecting the space for landscape stakeholder coordination

In many regions, there are numerous venues for existing initiatives and organizations to cooperate. In fact, in some places, stakeholder may have fatigue from participating in so many coordinating spaces.

For this reason, if possible, it is advised to seek out, strengthen, and use an already-existing forum to coordinate the initiative. It's crucial to take inclusivity and effectiveness into account when assessing existing spaces.

If there is no suitable space, creating a new one could be considered. Any forum that is chosen or created to serve as a multi-stakeholder platform must be supported by an agreement with the relevant parties that sets forth the ground rules, expectations, and the critical responsibilities that must be filled in order to run the forum.

In the Rainforest Alliance's experience, this has taken the form of either a formal Landscape Partnership or terms of reference for the platform. If the second alternative is chosen, it is still necessary to get the document approved or validated by relevant parties to guarantee genuine interest and inclusive involvement in the process.

LAND**SCALE**

LandScale alignment

The LandScale's Landscape Partnership Module lists some questions to consider about the design of a multi-actor platform, linked to the five ILM components of 1000L. These questions can be taken into consideration with respect to an identified space.

For example:
- What is the process going to be like for making decisions about the design and management of the initiative?
- What is the process for inviting or accepting new members? Are there requirements or goals about the inclusion of specific groups such as local governments, indigenous peoples, women, the private sector, etc.?
- What stakeholder groups are required to participate in or be consulted on the development of sustainable landscape goals, outcomes or objectives, milestones, plans, and interventions?
- Is there a way to address concerns and grievances related to the association and members' activities?
- What processes are in place to adapt the governance and functioning of the association over time?

B Stakeholder engagement strategy

The stakeholders listed in Step 2 must be persuaded to take part in the selected or new platform for engagement. Therefore, it is necessary to design a stakeholder engagement strategy. While this may not always be feasible, it is recommended to include all potential stakeholders in the various stages from the start. Bringing stakeholders together and adopting a comprehensive strategy depends on the landscape's context and the scale of available financing to support convening stakeholders. Even where resources are limited, an initial group of stakeholders should be identified that reflect those critical to early success, and then included when initiating work at the landscape scale. Regardless, it's critical to map out the stakeholders right away to allow everyone to participate.

To achieve the desired stakeholder engagement, there are two components to consider for each actor: (a) whether there is a clear value proposition for them, and (b) what is their tolerance level for taking risks or trying something new.

With this in mind, Figure 1 below shows an example of a multi-phase process to bring more partners into the long-term initiative:

① FIRST PHASE

In many cases, these initiatives start with an initial group of stakeholders, such as those who are already working to address landscape-level challenges (such as deforestation or biodiversity loss) or groups who have the most appetite for trying something new ("innovators"). This initial group develops the initial landscape vision and action plan.

② SECOND PHASE

Once the initiative is more established with a collective vision, it can expand to include new stakeholders who see value in the vision. Early wins are important at this stage to show the potential of the initiative to achieve its goals.

③ THIRD PHASE

As the initiative matures and implementation scales up, the objective and benefits of the initiative become clearer, especially as there are concrete achievements. This can help convince actors with lower risk tolerance to join the initiative

ACTORS - STAKEHOLDERS

Actors with priorities or actions already underway at the territorial or landscape level + Innovative actors interested in trying out new ideas.

Stakeholders who see their priorities or needs reflected in the vision of the landscape + "Early adopters", or actors who are interested in trying something new, but not until there is initial evidence of a chance of success.

Broad participation with representation of the majority of key landscape stakeholders, including the more risk-averse.

A more conservative stakeholder may be interested in participating earlier if there is a strong and attractive value proposition. Others may be interested in joining early because they like being involved in new ideas, even if the value proposition is still in the design stage.

Create a multi-stakeholder agreement for the platform

Any forum that is chosen or created to serve as a multi-stakeholder platform must be supported by an agreement with the relevant parties that sets forth the ground rules, expectations, and the critical responsibilities that must be filled in order to run the forum.

In the Rainforest Alliance's experience, this has taken the form of either a formal Landscape Partnership or terms of reference for the platform. If the second alternative is chosen, it is still necessary to get the document approved or validated by relevant parties to guarantee genuine interest and inclusive involvement in the process.

🌊 LAND**SCALE**
Alignment with LandScale

In the Trifinio del Sur landscape in Guatemala, the team mapped existing spaces and identified the Mesa de Mangle and the Mesa de Restauración as two strategic spaces. They began to participate in these spaces to foster interest and participation of local stakeholders in the landscape initiative. Although they had set up a committee to consult stakeholders about the development of an initiative, in the initial stage participation was weak, so the team used these other spaces to broaden outreach to local stakeholders. Then, once the initiative was more mature, more stakeholders became interested and joined the committee. But the team continues to participate in the other spaces to complement the committee and ensure inclusiveness.

Any agreement should specify who is responsible for certain roles and commitments. Roles could include:

a. Who convenes meetings
b. Who leads visioning, planning and implementation
c. Technical experts on relevant topics
d. Who leads and contributes to monitoring
e. Who builds Business Case members' and potential partners' capacities
f. Who promotes and communicates the initiative.

Applying the principle of inclusive participation, conflict may emerge during implementation if certain stakeholders do not feel included in the initiative's procedures and spaces. Leaving out important stakeholders could lead to inaccurate information being provided or decisions being made without considering possible drawbacks. For these reasons, it's critical to create inclusive policies early on, with a focus on involving local communities, indigenous peoples, women, and young people, among others.

Once the space is defined, a strategy will be developed to strengthen participation in the multi-stakeholder platform. In the Rainforest Alliance's experience, this strategy should have two components:

- Training members on what an ILM initiative is and what the process to apply it consists of
- Developing a strategy to reach out to other key stakeholders to expand the value proposition and include other key stakeholders from the landscape. In some landscapes, the strategy has included quarterly or annual goals for bringing new stakeholders on board, and tactics for achieving the goals.

Outcomes for Step 3

- Selection of an existing space to create a multi-stakeholder platform or decision to create a new one.
- Agreement for the multi-stakeholder platform with defined roles
- Strategy to strengthen participation in the multi-stakeholder platform including:
  □ Training through workshops, learning materials, or online programs
  □ Stakeholder outreach strategy

Appendices for Step 3

- Detailed roles and responsibilities set forth in a multi-stakeholder platform agreement
- Relevant resources for strengthening participation in the multi-stakeholder platform

CREATING
A SHARED
UNDERSTANDING

Step

4

Coordinate discussion to create a shared understanding

There are two goals for the conversations in this step:

A. To create a shared understanding of the main issues the landscape initiative seeks to address.

B. To define the exact area of the intervention, in particular the landscape's boundaries.

A Defining the main issues that the initiative seeks to address

After the multi-stakeholder platform is established, the space can be used to discuss perceived problems and challenges with landscape stakeholders. To make sure that the process reflects the viewpoints of important and sensitive stakeholders, one-on-one sessions may be needed in addition to the platform meetings if it is a new initiative. Efforts are better focused at this stage by using the stakeholder prioritization from Step 3.

A situational analysis can enrich the discussions and ground them with scientific data and information. This could involve compiling existing data from various landscape players. If there are major gaps or no existing analyses to draw from, new data collection and research may be needed (see examples of these analyses in the Appendices for Step 4a). Data on social, economic, and environmental issues should be included in the assessment, along with maps and analyses of land use and allocation. These maps will come in handy in Step 4b for determining the landscape territory.

Subsequently, the results of these evaluations will be used as a starting point for conversations with stakeholders in the landscape. Using a participative method is advisable to identify topics of major interest and concern to stakeholders, with the issues identified in Step 1 as a basis. What are the primary opportunities, risks, and challenges that landscape partners are concerned with that require a multi-stakeholder effort to address?

The results of the diagnostic analyses can serve as inputs into these discussions. Conceptual tools, such as a "Problem Tree" (Appendices for Step 4a provides an example) can help bring together all the information. The approach is based on the need to put together a group of robust technical expertise stakeholders and to draw conclusions from verifiable facts and data.

The understanding of the priority issues that the initiative seeks to address will often evolve during the process as interdependencies are identified. To take a simple example, there may be stakeholders with different interests: those who are concerned about drought and water scarcity, while others wish to prioritize the loss of pollinators, which requires increasing manual labor on their farms. When examining the initial research and identifying the causes of these problems, it may be that shrinking local forests exacerbate erosion, which reduces the recharge capacity of the watershed and encroaches upon pollinators' habitats. Therefore, in this example, it would be very important to focus on the issue of deforestation, even though it may not have been considered important from the beginning.

In addition to scientific data and analysis an inclusive and participatory process is key to ensure that the stakeholders feel included in the decision-making process and that they come to an agreement on the definition of the landscape and the issues that should be prioritized. As part of the process, it may also be strategic to provide training on some topics to improve stakeholder knowledge. This may include training on the landscape initiative process in general, financing, or on some technical issues, like the causes and impacts of deforestation, how a watershed functions, and other aspects of ecosystem functioning.

Outcomes for Step 4a

- Diagnostic/situational analysis
- A shared stakeholder analysis of the problems or opportunities for the landscape, taking into account the situational analysis and stakeholder discussions within the space defined in Step 3

Appendices for Step 4a

- Example of components of a situational analysis (adapted from the analysis of the Sierra de Tapalpa in Mexico)
- Example Problem Tree structure

LANDSCALE

Alignment with LandScale

When initiating an assessment with LandScale, the first step is to gather basic information about the Landscape Context. The data collected in that step can be inputs to the situational analysis, although in most cases the situational analysis will be broader.

It is also recommended to align Step 4a with the indicator selection process in LandScale. The selection process should include efforts to reach out to landscape stakeholders to gather their opinions about likely indicators to be included in the assessment, and which ones they do not regard as a priority. to the stakeholder input into the selection process can be helpful to map the interests of various landscape stakeholders and identify the issues they perceive individually.

For example, in the Costa Rica pilot, IUCN and Agua Tica categorized each LandScale indicator as mandatory or optional, based on the data they found. They then surveyed each stakeholder to get feedback on their categorizations. By collating this feedback, they essentially had created a map showing which indicators (and therefore issues) were of most and least importance to each stakeholder. They organized a workshop with the key stakeholders to discuss the outcomes.

Through the discussion to finalize the indicators for LandScale, they created more alignment about common issues, and discussed conflicting priorities. In one case, the landscape's businesses identified low productivity for coffee and livestock as a critical issue but gave climate change impacts lower priority. But the analysis of the indicator selection showed that climate change is expected to impact the conditions for growing coffee, which in turn will significantly impact productivity. This resulted in a prioritization of climate change adaptation in the coffee sector, although it was not a priority foreseen by most stakeholders.

B Define landscape boundaries

Landscape boundaries should be discussed and defined while working toward a shared understanding.

If the scope and boundaries of the landscape have been defined, this step can be skipped–for example, if a landscape is using a jurisdictional approach or is a land-based initiative that already has predefined boundaries (e.g., a National Character Area[13]).

In instances where boundaries have not been pre-established, determining boundaries for a landscape is more of an art than a science and depends on many factors. The scale of the landscape and its specific boundaries should be a joint decision with the stakeholders in the initiative, based on the issues identified in Step 4a. A landscape boundary that does not correspond to a pre-defined jurisdiction or area should ideally encompass the most important environmental, social, and economic features—and corresponding land uses—that influence or are affected by the economic activities of interest defined in the initial landscape characterization. These may include, for example, protected areas, High Conservation Value areas (HCVs), important water bodies, towns and cities, or large production areas and processing facilities.

The map created in Step 1 can be used as a starting point. The discussions outlined in Step 4a can help to start identifying which intervention areas share similar needs and where an intervention of this kind can be effective.

Aligned with the LandScale guidelines, a landscape boundary should:

- Include a sufficiently broad—but not too broad— scope to encompass sustainability issues so it can provide meaningful insights to inform actions that can improve sustainability at the territorial level.
- Not have any gaps or discontinuities (i.e., multiple unconnected areas).
- Avoid too many deformities or irregularities (e.g., "fingers" of land surrounded on two or three sides by included land, or vice versa).
- For landscapes that do not have predefined boundaries, take into account which features and activities may impact other activities in surrounding areas and vice versa. For example, if agricultural production is polluting the water source for downstream use outside the landscape, examine if the impact is sufficient to consider including it, or conversely, if agricultural production depends on ecosystem services from a forest outside the landscape.

In general, three types of landscape boundaries can be considered, in line with the LandScale framework:

- **Jurisdiction:** A political-administrative unit over which government exercises authority. In many countries, this will correspond to a second- or third-level jurisdiction[14], such as a municipality, district, county, or canton.
- **Watershed:** Also known as a catchment area or basin, this is the area of land from which all rainfall flows to a common discharge area. Depending on the region, this may be at the watershed or sub-watershed level.

- **Other:** Landscapes can be defined by considering multiple ecological, political, historical, economic, and socio-cultural elements, and may be defined according to locally relevant combinations of these topics.

More detail on each category and examples can be found in Appendices for Step 4b.

Landscape boundaries can also evolve. Appendices for Step 4b show an example of this evolution in Lamas, Peru.

Outcomes for Step 4b

- Landscape map showing clear boundaries, supported by or with comments from landscape partners, backed up by a justification memo and an agreement with Business Case members
  - o ArcGIS is the tool used by the Rainforest Alliance for map drawing. **Terraso** provides several other available mapping tools

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Appendices for Step 4b

- Examples of landscape boundaries:
  - Jurisdiction
  - Watershed
  - Other
- Case study: the evolution of landscape boundaries in Lamas, Peru

Alignment with LandScale

If landscape boundaries need defining during Step 4b, it is recommended to align the step with the LandScale adjacency analysis.

For a 10 km area around the initial landscape area, LandScale includes a methodology to assess connecting points between the territory and its surroundings, considering all activities that impact the area outside the landscape and vice versa, as well as resources and sensitive areas in the adjacent vicinity.

In Trifinio de Sur, Guatemala, the adjacency analysis resulted in a change to the landscape boundaries. It was initially made up of three municipalities that corresponded to the banana, oil palm, and sugar production zones with the greatest impact on watershed health. The landscape included the mangroves on the southwest coast where Manchón Guamuchal—a conservation area—is located, but did not reach the coast to the southeast. The adjacency analysis conducted as part of LandScale identified other fragile mangrove ecosystems on the southeast coast not included in the initial analysis. Moreover, these mangroves were impacted by productive activities further upstream in the same watershed. As a result, the partners decided to include the rest of the lower watershed to the east in the landscape.

A hypothetical landscape

Legend

- Jurisdictional limits
- Protected area
- Sugar cane production area
- Community of smallholder farmers
- High poverty-level communities
- Watersheds (lake and river)
- Cattle raising area
- Municipal headquarters
- Coffee production area

Jurisdiction A

Jurisdiction B
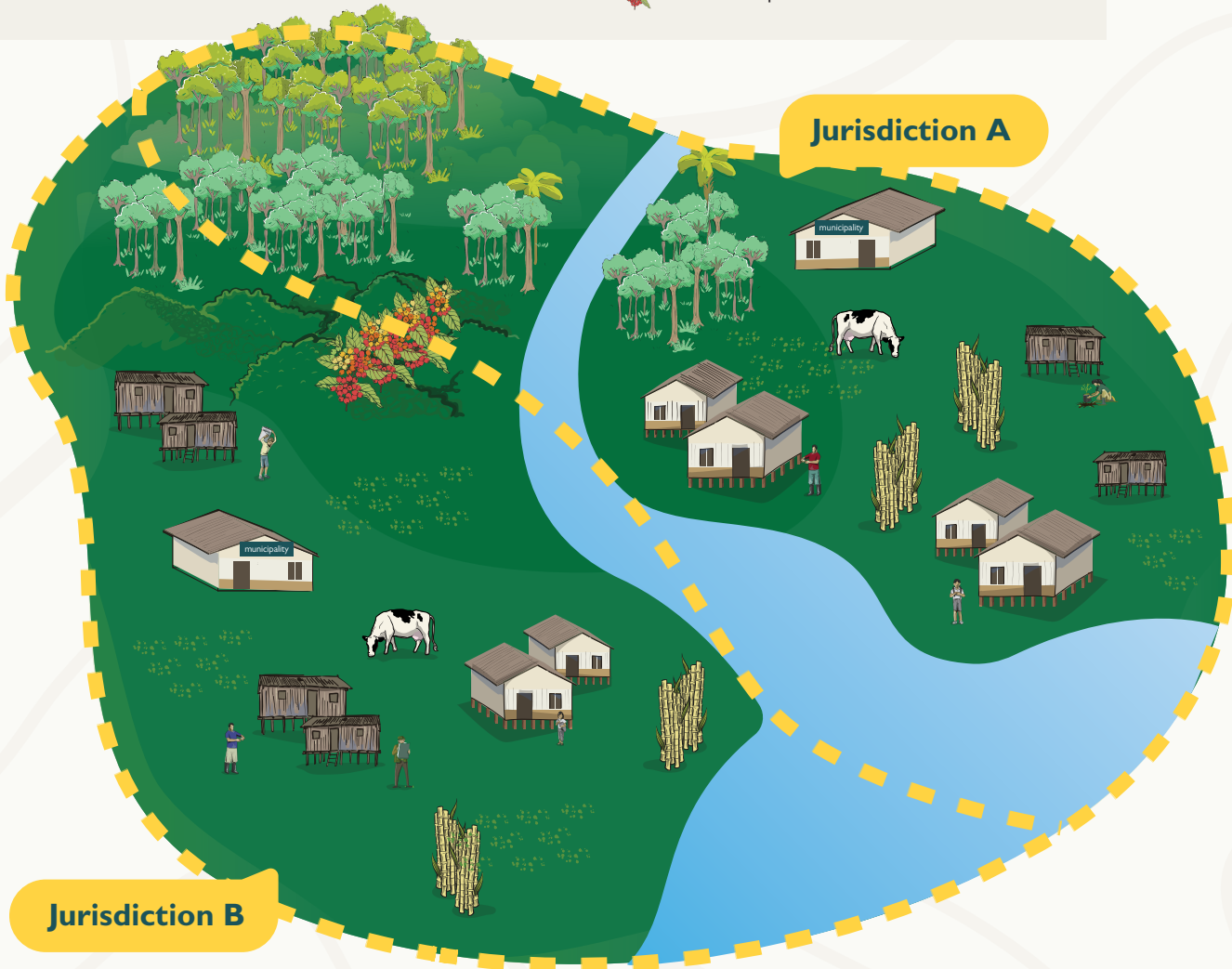
Overview

Where there is not already an obvious landscape boundary, deciding what to include or exclude in a landscape of diverse land uses and ecosystems can be challenging.

Let's imagine a landscape with forests and other natural ecosystems (including protected areas), various human settlements, and broad agricultural production. In this example, sugar cane production is the primary economic driver, and the National Group of Sugar Cane Producers decide to implement a landscape initiative to address threats to sugar cane production in the area. These include water pollution from fertilizer runoff and more extreme seasonality of water flow rates

in the main river, with increased flooding in the rainy season and very low water levels in the dry season.

The following figures show options the landscape could consider to define the boundaries in this hypothetical case. There is not usually a single "right" answer and a landscape could be defined in various ways. The important thing is to make sure the key considerations and tradeoffs are clear when making a decision.

Other kind of landscape limit	
Municipality	

- **Option 1:** Since the focus of the landscape intervention is on sugar cane production, the first option to consider may be a landscape focused on the sugar cane production area (see this example landscape area above, defined by the dotted red border, which encompasses the majority of sugar cane production in the area).

Option 2. Watershed

• **Option 2:** If the primary challenges this production area faces are related to water, it could be important to include the upper watershed to ensure flow and quality of water. In this case, one could consider a watershed boundary that includes forested and protected areas upstream to ensure a healthy watershed (see the example above in blue).

Other kind of landscape limits:
Multiple jurisdictions

- **Option 3:** If one were to envision other risks beyond the production area, it could be worthwhile to consider expanding the boundaries. If, through discussions with various stakeholder, it is discovered that communities near the production area blame sugar cane production for water shortages, this creates a risk of social conflict. In this case, it may be strategic to expand the landscape to also include the communities that depend on water from the river, as it could be important to include them in planning and interventions to address these areas of potential conflict.

In the above example, a potential boundary is established around two municipalities in the landscape, which approximately aligns with the area of interest. This is another option to consider.

The advantage to choosing an area associated with a political boundary is that it may be easier to align with governmental plans and financing. Even though this uses political boundaries, it is considered user-defined because it is up to the group defining the landscape to determine which jurisdictions to leave in or out of the landscape (as opposed to selecting a single jurisdiction where the boundaries are pre-established).

Each of these examples could be legitimate boundaries—it all depends on the context. The critical aspects of the process are ensuring that the landscape area reflects the key issues the landscape faces, and that collaborative decision-making ensures the issues identified reflect stakeholder priorities and needs.

VISIONING AND PLANNING

Step
5, 6 & 7

5 | Create a shared vision

Within a landscape, numerous actors operate in diverse sectors (agricultural, forestry, livestock, and water use) with distinct objectives. A shared, long-term vision among stakeholders fosters a feeling of common purpose, and can open or enhance access to new opportunities.

The long-term vision should outline the objectives of the landscape program. During the discussions in Step 4, a shared understanding and landscape boundaries for the initiative are defined. The next step is to define a common vision of the initiative's ambitions.

Within the three pilot landscapes the Rainforest Alliance led for LandScale, a series of visioning discussions were held. They built on what was identified in Step 4, established the main issues or opportunities, and sought to jointly create an inspiring vision with the landscape partners. The vision for the initiative should determine what success would look like in the long term (10 to 20 years), define the outcome, and when the initiative aims to achieve that outcome.

The vision and qualitative goals provide the foundation for starting to develop an action plan that identifies solutions and implementation actions, and quantitative goals and milestones for the short, medium, and long terms. This step focuses on the first two components in the graphic below, and Step 6 establishes quantitative goals and milestones as part of a concrete action plan.

Vision (very long term) → **Qualitative Goals** (long term) → **Quantitative Goals** (medium to long term) → **Milestones** (short to medium term)
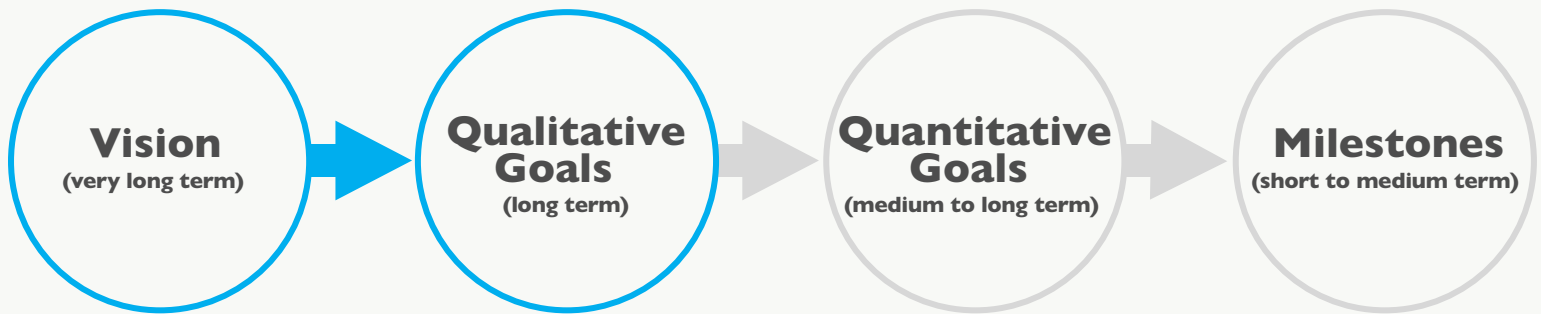
During the visioning workshops led by the Rainforest Alliance and its partners, the four LandScale pillars (ecosystems, human well-being, governance, and production) were used to provide an overarching technical framework to guide the discussions. As shown in the conceptual framework in Figure 2, first, a vision of success is defined in the center. Goals can then be defined in alignment with each pillar as partners see necessary to achieve the landscape's vision.

Figure 3: Conceptual framework for setting qualitative goals
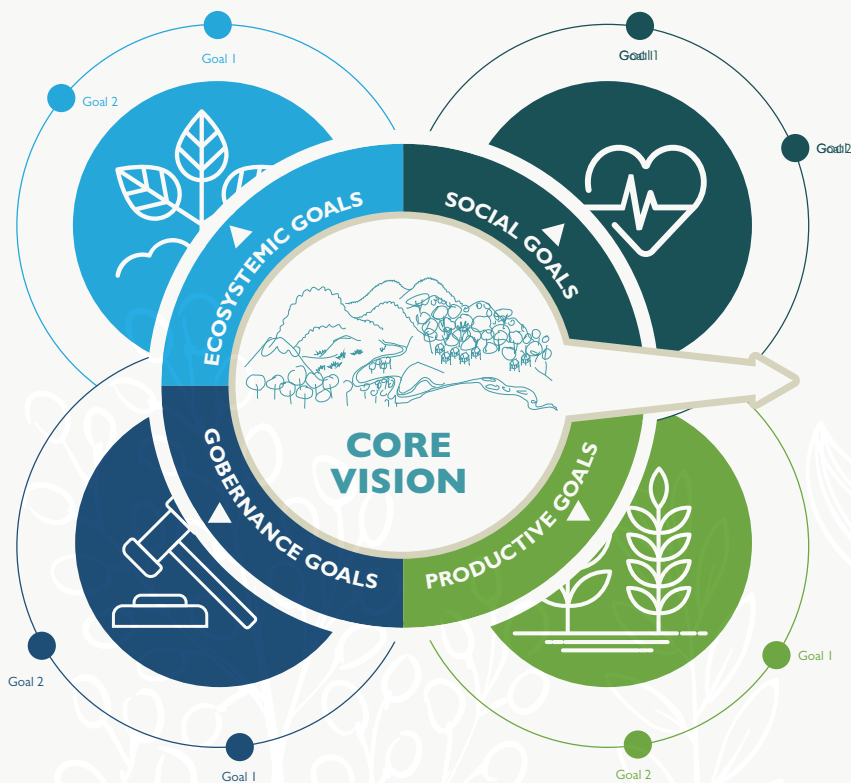
Recommendations to set these goals:

1 Establish the central vision of the landscape: What is the ideal goal that the iniciative seeks to achieve?

2 Identify goals needed, within each category, to achieve the identified vision.

LAND**SCALE**

Alignment with LandScale

It is recommended to align this step with the LandScale indicator selection process. The qualitative goal setting template uses the LandScale's four pillars to define goals. The LandScale indicators can be used as a neutral guide to facilitate the discussions with actors.

Ensuring that goals identified in this exercise are aligned with the indicators selected under LandScale also helps to align the baseline results which inform quantitative goal setting in Step 6.

LandScale also gives the option to modify the core indicators or add custom indicators that better describe the landscape situation. So, if a qualitative goal arises in this step that does not appear in the LandScale framework, a new one can be added.

Outcomes for Step 5

• A shared vision and a list of qualitative goals for each pillar.

Appendices for Step 5

• Case Study: Defining a Vision in the Trifinio del Sur, Guatemala

Develop an action plan to achieve objectives

The goal of this step is to operationalize the vision outlined in Step 5. A landscape action plan (LAP) is an initiative's essential document and core tool. It is where activities and solutions to achieve the initiative's vision are specified, accompanied with quantifiable goals to guide implementation. It is meant to be a living document, updated to include new ideas for actions (and the ambition of the plan's goals should be updated to reflect new ideas).

It is also important to note that although Steps 6 and 7 are presented as two distinct steps in this guide, they are, in fact, closely interrelated and should be implemented simultaneously. Funding needs—and projects under development—in Step 7 should inform the ambition of the

goals identified in Step 6. For example, if a new project is identified for investment in Step 7 which has greater impact potential for the goals, the ambition level of the action plan's goals should be raised. On the other hand, if it is not possible to identify projects to achieve a goal, or there is no confidence that funds can be raised to implement actions under a goal, consideration should be given to redefining the quantitative goal.

The action plan is where solutions (and actions to implement them) are identified to establish quantitative goals and milestones for the short, medium, and long terms.

Vision
(very long term)

Qualitative Goals
(long term)

Quantitative Goals
(medium to long term)

Milestones
(short to medium term)
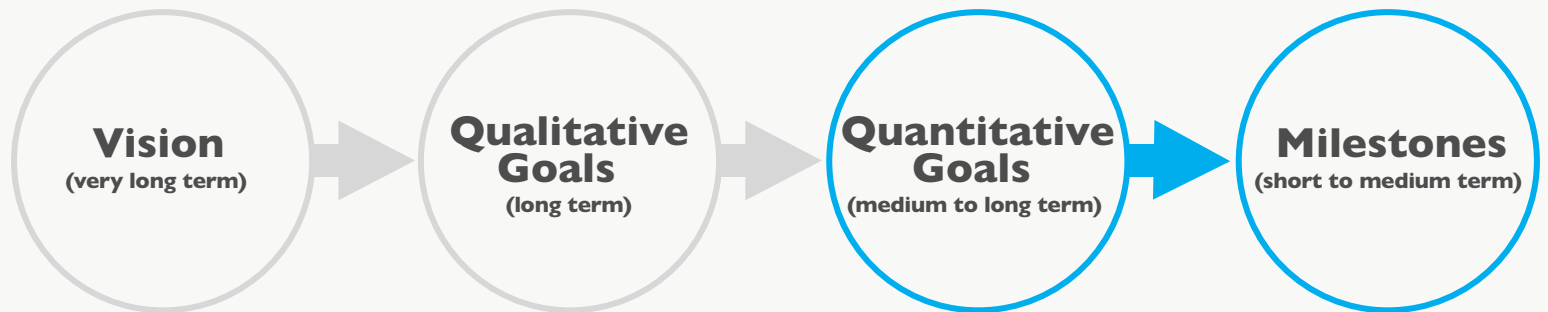
Developing an action plan is not a linear process, but rather an iterative and creative one, whose proposed goals and actions must be revisited multiple times before agreeing on a structure and level of ambition that resonates with the partners.

Rainforest Alliance-supported landscapes have generally worked in two ways to define qualitative goals:
- Start with existing plans or known thresholds to set targets that reflect ecological, social, economic, and political needs. In particular, it is recommended to refer to the situational analysis in Step 4 as a tool to identify thresholds and needs.
- Begin to fill in actions for each target and aggregate the actions to determine an ambitious but achievable objective for the quantitative target.

More detail about these strategies and an action plan template can be found in the Appendices for Step 6.

Rainforest Alliance impact areas and landscape strategies

The Rainforest Alliance has defined four impact areas and six sustainable strategies to guide our work at the landscape scale.

Four impact areas, aligned with LandScale's four pillars:

- Conserve natural ecosystems and biodiversity
- Improve human well-being
- Promote effective and fair governance
- Promote sustainable production

Rainforest Alliance's six sustainable strategies are:

- **Participatory governance at the landscape scale:** Optimize the monitoring and use of collective resources to build governance systems driven by local actors capable of participating effectively. This model seeks to inspire action by increasing connections that encourage better management, and include women, indigenous peoples, and local communities in decision making and carrying out identified actions.
- **Human rights due diligence:** Employ a variety of tools to identify and address human rights concerns regarding variously youth labor, forced labor, gender-based discrimination, and lack of opportunities for youth and women.

- **Livelihood diversification:** Expand sources of income to reduce the vulnerability of producers and create market opportunities for communities.
- **Targeted support for sustainable production and agroforestry:** Targeted support can take various forms, such as monitoring forests against encroachment, distribution of seedlings, and technical training to maintain a healthy ecosystem.
- **Exploring market incentives and innovative investments:** Identify market opportunities that reward and empower producers and other community groups. Proven strategies include investment support which increases the quality and quantity of Rainforest Alliance-certified products on the landscape, compensating producers for protecting ecosystem services (e.g., carbon sequestration, erosion control, etc.) through their conservation and reforestation efforts.
- **Adaptation to climate change impacts:** Identify activities to address current and future climate change risks that require collective action. For example, in many places, higher temperatures are changing the area's suitability for certain planted products or species. Public-private financing and technical assistance are needed to transition to products and species better suited to higher temperatures and changing rainfall patterns.

Each landscape is different. As such, each requires a different process to create the LAP, and it is the work of the process leaders to define a pathway that seeks to balance inclusiveness, efficiency, and effectiveness. Regardless of the pathway, it is important to adopt a participatory process when setting up goals, to enhance impact and build consensus for the agreed-upon activities. An ambitious vision can only be achieved by working together with multiple stakeholders.

An action plan should also include indicators to evaluate quantitative targets. In the Rainforest Alliance's target landscapes, indicators and metrics were aligned with LandScale metrics. Step 9 provides additional information on this.

Once an action plan is in place, begin finalizing agreements with the action plan partners to implement, finance, and support the activities identified in the plan.

There are different ways in which they can provide support:
- Align existing actions and resources.
- Commit new resources to implement actions.
- Identify and attract new resources or support (see Step 7).

There are a variety of approaches to establish agreements. In Costa Rica, the action plan was adopted by the water fund's Board of Directors. In other landscapes, agreements were defined through Memoranda of Understanding (MOUs). Options to consider include:

- Bi- or multilateral agreements.
- Updating the work plans of each participating institution to incorporate their commitments in the LAP.
- A multi-stakeholder agreement to implement the Action Plan.

A clear opportunity is to align the plan's activities to objectives or promises that stakeholders have already made in their own plans or commitments. If a regional government has a restoration plan, one might try to coordinate regional commitments and efforts under that plan to meet one of the action plan's restoration goals. If companies that buy commodities in the landscape have made climate commitments to reduce their greenhouse gas (GHG) emissions, an initiative could align the action plan's activities to seek investment from those companies, as well as align with ongoing objectives to reduce GHGs in the landscape.

Once designed, it is advisable to share the plan, or at least the initial draft of it, with all relevant stakeholders and landscape partners. To achieve this, it is crucial to establish and implement an outreach and communication strategy. This could include, for example, outreach initiatives with underrepresented stakeholders, indigenous peoples, and other groups. It should also identify the most effective communication channels and tools for each stakeholder group. For instance, Sierra de Tapalpa in Mexico created a **website about the landscape initiative,** and in Lamas, Peru, **radio broadcasts** were used to spread information and news about the initiative.

Landscape governance considerations

The action plan should be a living document that landscape partners use to implement activities and that is updated with new ideas and projects. As part of this process, it is important to have clear rules about the design, implementation, and monitoring of the plan.

Questions to consider include:

- Who are the members of the landscape's Business Plan and what are their roles and responsibilities?
- What will be the organizational structure of the landscape's Business Plan and what will be its collective objectives? These objectives can be general (e.g., create a more sustainable landscape) or linked to the specific goals of the plan (e.g., restore the watershed). In any case, it is suggested that the objectives be at the qualitative goal level, rather than the quantitative goal level, so that there is room to adjust the quantitative goals during implementation.
- Will a legal entity receive funding directly from the landscape's Business Plan?
- Who is responsible for reporting and monitoring and—in particular—for data collection?

LANDSCALE
Alignment with LandScale

Establishing a stakeholder agreement: If an initiative seeks to develop a multistakeholder agreement, it would be helpful to refer to the LandScale Landscape Partnership Module. The module has a list of questions to consider in designing a Landscape Partnership, linked to the five ILM components of 1000L that may be useful to review during design of the agreement.

Stakeholder engagement plan: Recognizing that crafting an action plan is a collaborative process, LandScale includes a section where users can first determine which local stakeholders are most pertinent, and then specify how to involve them in building the baseline using the "Stakeholder Outreach Plan" tool. This Plan can be aligned with the engagement plan to develop the action plan.

To socialize the agreed plan, it may be useful to draft a more concise, reader-friendly version to share with stakeholders inside and outside the landscape. This can take various forms, depending on the different audiences. As shown in examples from Mexico, Peru and Guatemala, the teams translated the action plan into a short four-to-six-page document targeting a general audience, prepared visual PowerPoint presentations for businesses, produced tailored reports for government agencies showing alignment between government plans, and created visual posters and radio programs for small-scale producers and indigenous peoples.

Outcomes for Step 6

- Landscape action plan with quantitative goals, milestones, and defined actions
- Communication strategy or materials
- A summary of the action plan to communicate the story and ambition of the plan to stakeholders within and outside the landscape
- Stakeholder agreements to validate the plan with commitments from participating stakeholders to implement the actions highlighted in the action plan

Appendices for Step 6

- Case study: Selecting goals for the action plan
- Example template to design the action plan
- Case study: Developing inclusive action plans

Create a financial strategy that both improves the use of existing public and private resources and attracts new financing

Step 7 is closely related to Step 6. Both steps should be implemented at the same time. As two sides of the same coin, the needs and opportunities for LAP financing have implications for the plan's actions and level of defined ambition.

A Designate or hire specialists to structure business plans or formulate projects to access finance

Finance is an cross-cutting issue that should be considered as early as possible. Starting as early as Step 3, it's critical to think about which team members are knowledgeable about finance, understand the contexts of rural businesses, and know how to design an investment proposal.

This individual(s) ought to be involved in determining the landscape's vision (and making sure the suggested objectives are appealing to the private sector). They could be a member of the landscape initiative's team or contracted externally. Having someone with the time to support design and analysis at both stages is crucial for creating a viable action plan and funding strategy.

Outcomes for Step 7a
• Team member(s) specialized in preparing business and investment plans.

B Develop a landscape investment plan

The investment plan should be part of the logic of the action plan's design and is an important component for the success of a landscape initiative. Therefore, it is included as a separate step here even though it is interlinked with the action plan.

Developing a strategy to access financing for landscape-scale activities is critical to long-term success. Landscapes tend to follow a trajectory of starting with public or philanthropic support to set up and convene the landscape stakeholders, and over time, access more private sector financing as they mature (see figure below).

Figure 4: Evolution of investment in landscape over time

Loans from local sources including community banks and local goverments; short-term development finance investment; small scale business and cooperative development.

Debt and equity investment in more mature businesses; comprehensive, integrated programs of public investment.

Loans and equity investments in growing local business; longer-term development finance institution projects.

Public, philanthropic, and partner grants to support collaborative planning and action.

LANDSCAPE FINANCE MAINSTREAMED

LARGER AND LONGER-TERM FINANCING

SMALL AND SHORT-TERM FINANCING

LANDSCAPE PARTNERSHIP SUPPORT

Total Investment ($)

1   5   10 YEARS   15   20

Source: Shames, Seth, and Sara J. Scherr. 2020. Mobilizing Finance across Sectors and Projects to Achieve Sustainable Landscapes: Emerging Models. Washington, DC: EcoAgriculture Partners.

The Rainforest Alliance-supported landscapes in Latin America began by examining the current financial flows in and out of the landscape. The three landscapes utilized the **Landscape Assessment of Financial Flows** (LAFF) methodology to analyze the existing funding environment, identify what existing finance could support the action plan goals, and begin to identify sources of financing for new funding ideas. This analysis was carried out by a staff specialist or through an independent consultancy, but always in close coordination with the landscape team. In addition to identifying existing financial sources or resources that align with the initiative's vision, it also identified financial flows that undermined the initiative's aims.

With this baseline information, the team leading the process—in conjunction with the landscape partners—should begin to identify sources of public and private investment and new incentive models to implement the action plan. Some sources and models that may be considered in a financial plan include:

- Public funding or grants to cover the costs of organizing the Landscape Partnership or other arrangements for the implementation of the action plan and its financing
- Public funding or grants to improve enabling conditions or create social or environmental impacts that do not provide a financial return
- Financial and market incentives (e.g. better access to credit if a producer is not engaged in deforestation practices, or better contracting conditions if they implement certain practices to improve performance in relation to landscape goals.)
- New business models or grants-funded projects that contribute to the goals of the LAP
- Projects that would create a financial return but need some public or grant funding to be viable (blended finance)
- Large-scale funds to invest in landscape-scale funding schemes that can receive and distribute funds to different landscape actors to help them achieve their goals (which would require a central structure to manage the process).

Once a funding opportunity is identified, it can be determined who within the landscape will lead and support the process to secure funding. As the action plan and financial plan should be living documents, it is important to remember that they can be updated on a regular basis as new ideas or opportunities arise. To support this process, the **Terraso** platform is developing a tool to build and visualize the investment plan spatially.

LAND**SCALE**

Alignment with LandScale

An objective of using LandScale in the initial pilot landscapes was to test how the tool can help landscapes link to better or new incentives or funding. These pilot landscapes found that applying LandScale and linking plan goals with LandScale indicators can build confidence in the action plan.

Aligning the action plan's quantitative goals with LandScale metrics also helped to build greater confidence in the plans to promote participation and investment.

The process to apply the LandScale tool brought together public and private actors to review the results, which, again, helped to generate transparency and build trust.

As this guide is being completed, all the featured landscapes are strengthening their investment objectives and implementing activities. The lessons learned from this implementation will be captured in future learning materials.

Outcomes for Step 7b

- Financial plan for the LAP

Appendices for Step 7

- Examples of actions, incentives, and financing schemes for landscapes affiliated with the Rainforest Alliance in Latin America
- Case study: Investment needs in Costa Rica
- Additional materials to support the design of a financial plan

TAKING ACTION

Step

8

Implement the action plan and seek investment

The outcomes of steps 6 and 7 should not be considered final, but rather as the foundation for implementation, and should be regularly revisited.

In Step 8, implementation begins, and the initiative undertakes activities to improve and mature the landscape intervention.

Regular meetings to drive implementation

Within the platform identified or created in Step 3, a regular period should be agreed upon to hold meetings with initiative partners to ensure ongoing implementation, discuss implementation challenges, and update actions as needed. These discussions are also opportunities to gather information for monitoring the implementation of the action plan (see Step 9).

Creating landscape narratives (storytelling)

Meetings are also an opportunity to create, disseminate, and enhance a story about the landscape initiative that resonates with diverse stakeholders. There is a need to continue to co-create and share the landscape story on an ongoing basis, to build and strengthen a common identity among partners. A story or narrative is a very effective mechanism to communicate the purpose of the initiative, to motivate action, and to inspire landscape partners. Stories can be effective for local and international audiences—not only to entice new potential partners, but also to attract investment.

Oral narratives or documents are not the only possible formats to inspire audiences. Video and art, or radio programs, among others, can also be considered. In Mexico, Guatemala, and Peru, initiative-related videos were used to share information about activities. In Lamas, a photography contest on the landscape was held to foster participation and interest among the local population.

Beyond the examples shown Step 6, there are several videos of RA landscapes and one from the Landscape Business Case available as examples. Other resources for creating a narrative and improving storytelling skills may be consulted in the 1000L ILM Toolkit.[15]

Maturing the investment portfolio

Discussions at the meetings can focus on maturing the investment portfolio. Funding for the projected identified in Step 7 is needed. Additionally, the projects or ideas for funding identified in Step 7 can serve as the basis to identify new project ideas for investment, improve existing projects, or scale up successful activities. Within Step 8, the designated persons in charge of each project, funding mechanism, or action, need to further develop the idea and figure out how to present it in an interesting and attractive way to different potential funders.

As these ideas are being developed and evolved, consideration should be given to whether it will be advantageous for the landscape to develop a new or updated mechanism(s) to facilitate larger-scale financing.

Figure 4 shows the spectrum of these kinds of mechanisms to consider, from independent projects that require less coordination, to landscapes with a centralized financial mechanism that can receive and deploy resources. The right side of the diagram shows cases that can access much larger sources of funds than a single project would be able to tap alone by consolidating activities under the same model or mechanism. On the other hand, the management of these centralized mechanisms generally implies higher management costs and requires more coordination and articulation to be successful. It is within this step that landscape initiative implementers may want to consider different institutional arrangements for accessing opportunities and funding, and map a pathway to achieve this. Landscape governance models have important implications for what financial mechanisms landscapes can access. It is therefore important to consider the Landscape Partnership structure discussed in earlier steps and adapt it as necessary. There is more information about governance as a cross-cutting theme in Step 2.

Figure 5: Options at different levels of funding coordination in a landsc

Actions, projects or individual incentives that generate outcomes to improve performance of landscape goals.

Actions, projects or incentives that require complementarity with other actions in the landscape in order to have an impact on landscape goals.

Actions, projects or incentives are part of a landscape-scale mechanism that receives and distributes funds to different actors in the landscape.

Requires less coordination, but can only access financial sources that match the scale of the individual projects.

A LAP can show the complementarity of different actions by various stakeholders.

Can access larger funds and consolidate projects to minimize risk. Higher operational costs.

The Appendices for Step 8 include examples of projects under each category.

There are many resources available to review case studies on landscape financing models. The Sierra de Tapalpa landscape in Mexico participated in creating landscape financing profiles as part of a 1000L event. Agua Tica in Costa Rica is an example of financing mechanisms for another 1000L event. Other examples that may be helpful are the CPIC Blueprints featured in the report "Mobilizing finance across sectors and projects to achieve sustainable landscapes: Emerging models" by EcoAgriculture Partners.

LAND**SCALE**

Alignment with LandScale

LandScale allows landscape actors to make validated contribution claims: Throughout the piloting process, landscapes expressed a desire to be able to report on the impact of interventions by investors and companies. They wanted to recognize positive actors and encourage them to keep investing in sustainable actions, projects, or incentives. To achieve this, the LandScale team is creating a mechanism for companies, funders, and other landscape actors to make **contribution and impact claims** in those landscapes where a LandScale assessment has been done.

A piloting process is underway to test the methodology, after which the component is planned to be rolled out to all LandScale users, and stakeholders working in a landscape assessed by LandScale.

Outcomes for Step 8

- Landscape action plan with quantitative goals, milestones, and defined actions
- Communication strategy or materials
- A summary of the action plan to communicate the story and ambition of the plan to stakeholders within and outside the landscape
- Stakeholder agreements to validate the plan with commitments from participating stakeholders to implement the actions highlighted in the action plan

Appendices for Step 8

- Supplement to Figure 4: Examples of projects under each category
- Examples of the three approaches to landscape governance

Landscape governance considerations

There is a lot of diversity within the world of integrated landscape management (ILM) and the governance models for organizing and implementing these initiatives are just as diverse. In 2021, EcoAgriculture Partners put together a list of initiatives that are not called landscape initiatives, but share their goals. The list includes concepts, approaches, and implementation models with their own governance models, such as jurisdictional REDD+, watershed initiatives (with their own models, like water funds) and terroir (from France).

As discussed in Step 3, the process of formalizing a landscape initiative can take time and go through several phases. Initially, it may be a more ad hoc or targeted agreement, which, over time, can be formalized and will define various aspects of governance (such as roles and responsibilities, decision-making processes, resource management, and others). When reaching this point of institutionalization, it may be useful to consider what changes to the governance model may be appropriate as it evolves.

An initial examination of landscape governance models based on lessons learned from the Rainforest Alliance and LandScale pilots is shown here. However, further study on governance methods being used by different landscapes globally is advised for the preliminary analysis.

Initial analysis for this guide identified three approaches to landscape governance:

1. Institutionalization via the government: One option for institutionalizing a landscape is through a governmental designation. With the uptake of this approach across countries, various models have emerged.
2. Creation of a legal entity to manage the landscape initiative: This may include entities such as public-private partnerships or setting up a legal entity— such as an NGO— to accept and manage activities and funds for the landscape partnership.
3. Creation of a formal body with broad participation, but without a centralized implementation or funding mechanism: Many initiatives implement governance models that are not tied to a centralized mechanism or model. They clearly define members and roles, but then implementation occurs at various levels, e.g. by individual actors, by grant initiatives, or by unions or industry roundtables.

IMPACT AND LEARNINGS

Step
9 | **Monitoring**

To assess whether the actions being implemented are having a real impact, a monitoring system is needed. This will gather information to help improve the ways in which the initiative is seeking to have an impact.

The landscape initiatives the Rainforest Alliance supports monitor progress at two levels:

- **At output level:** The first level is to monitor the implementation of agreed actions by the action plan partners. A way to track whether the partners are carrying out their commitments must be identified. The action plan commitments in Step 6 should specify the frequency and processes for tracking implementation of the plans—for

example, through annual or quarterly meetings including different types of partners (e.g., government, NGOs, private sector). Information could also be gathered during the regular meetings in Step 8, or by direct communication with partners. The Appendices for Step 9 include a demonstrative template for this type of monitoring.

- **At outcome level:** It is also important to assess whether the actions as a whole are generating the desired impacts. LandScale includes an impact assessment framework that can be implemented to suit the context of a landscape. It has a five-step process for assessing the cumulative impact within a landscape. The assessment framework is shown in Figure 5. A triannual assessment is recommended to track changes in landscape sustainability.

Figure 6: Landscale evaluation framework

⊘ Core (required) ⊘ Landscape – dependent (where applicable) ○ Optional

🌿 Ecosystems

Conserve and restore natural ecosystems
Effective conservation and protection of natural ecosystems	⊘
Natural ecosystem conversion	⊘
Natural ecosystem degradation	⊘
Ecosystem restoration	⊘
Natural ecosystem connectivity	○

Protect and restore biodiversity
Threats to species	⊘
Biodiversity habitat conversion	⊘
Biodiversity habitat degradation	○
Biodiversity habitat restoration	○
Biodiversity habitat protection	⊘

Maintain and enhance ecosystem services
Water quantity	⊘
Water quality	⊘
Agriculture, foresty, and other land-use (AFOLU) sector GHG sources and sink	⊘
Other ecosystem services	○

❤ Human Well-Being

Improve standard of living, especially for vulnerable and/or marginalized groups
Household income and assets	⊘
Health and nutrition	⊘
Education	⊘
Water, sanitation, and hygiene	⊘
Basic infrastructure	⊘
Vulnerability	○

Respect, protect , and fulfill human rights
Child labor	⊘
Women's right	⊘
Indigenous peoples and other marginalized groups rights	⊘
Forced labor	⊘
Workers rights	⊘
Other human rights	⊘

⚖ Governance

Recognize and protect rights to land and resources, and reduce related conflicts
Land tenure	⊘
Land conflicts	⊘
Resources tenure	○

Promote transparency, participation, inclusion, and coordination in landscape policy, planning, and management
Land-use plan adoption and enforcement	⊘
Coordination of goverment agencies in land-use policy, planning, and management	⊘
Stakeholder participation and inclusion in land-use policy, planning, and management	⊘
Illegality and corruption related to land and resources	⊘
Climate change vulnerability & adaptation	⊘

🌾 Production

Promote regenerative agricultural, agroforestry, and tree production systems
Agricultural, agroforestry, and tree plantation productivity	⊘
Input use efficiency in agricultural, agroforestry, and tree production systems	⊘
Adoption of sustainable land management practices	
Adoption of sustainable waste management practices	

Promote sustainability of other natural resource-based production sectors
User-defined indicator(s)	○

The LandScale impact and metric indicators in the assessment framework can be aligned with the quantitative targets and milestones identified in Step 6. Therefore, it is recommended to to select the LandScale indicators and metrics with Step 6 in this guide.

This alignment can be used to track the initiative's progress towards goals. The Appendices for Step 9 include an example of the quantitative assessment of goals in the Lamas, Peru, action plan using LandScale metrics. Figure X below shows a graphic from the pilot LandScale assessment in Costa Rica of progress towards each action plan goal.

Figure 7: Example of progress towards the goals of the San Jose gam action plan, Costa Rica
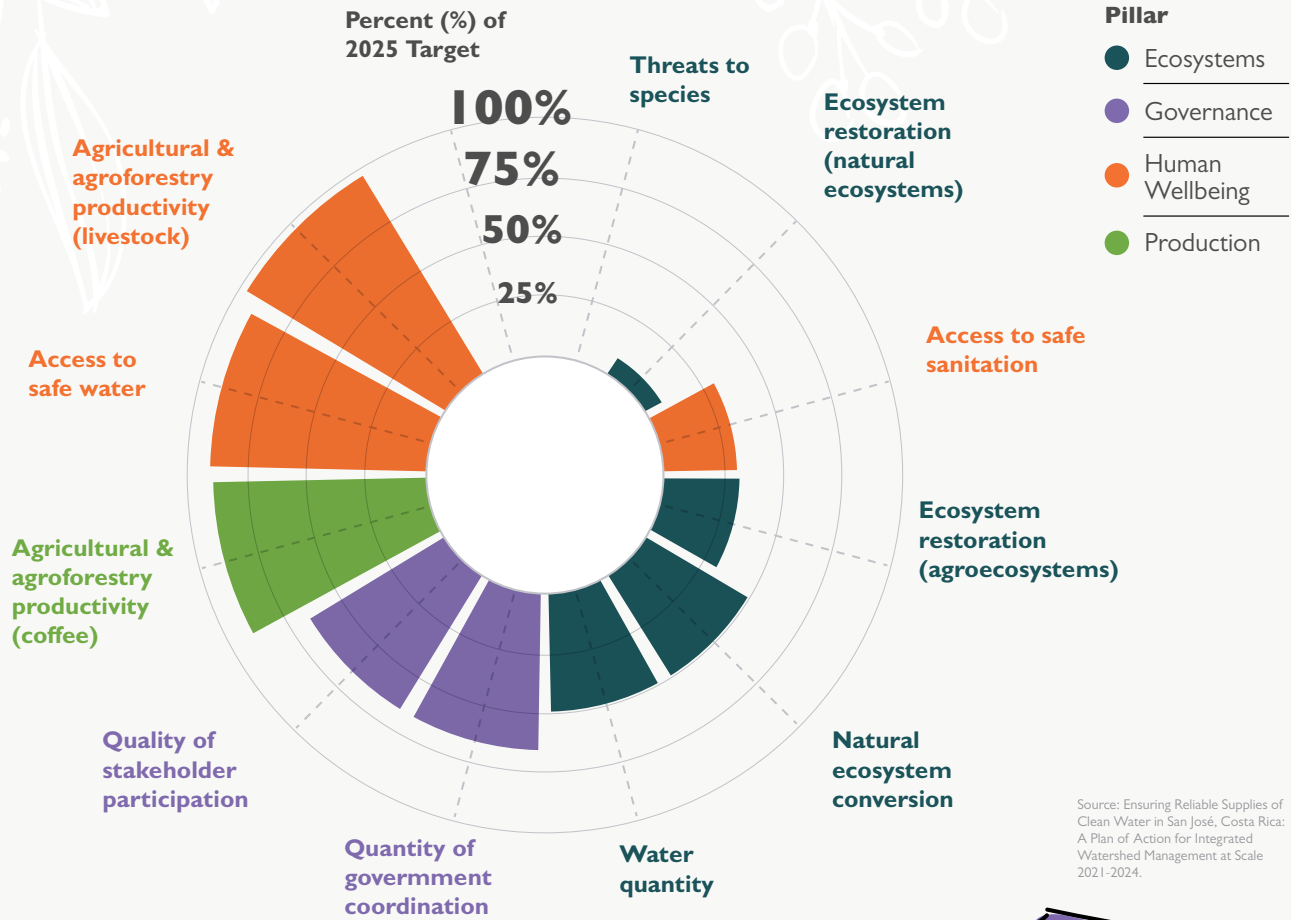
Source: Ensuring Reliable Supplies of Clean Water in San José, Costa Rica: A Plan of Action for Integrated Watershed Management at Scale 2021-2024.

Examples of baselines can be viewed on the LandScale platform (a free account is required to log in).

Outcomes for Step 9

- Framework for monitoring the implementation of the action plan and the fulfillment of stakeholder commitments
- Regular monitoring of plan targets or key impact indicators at the landscape scale

Appendices for Step 9

- Demonstrative template for monitoring the implementation of LAP actions
- Example: quantitative goals of the Action Plan of 6 districts in Lamas, Peru, and their alignment with LandScale metrics

Updating the strategy and implementation based on learnings

Implementing a landscape initiative is a continuous process rather than a linear one. Identifying the lessons learned and incorporating them into the landscape initiative's investments, strategies, and actions is the final phase. It is a cyclical process that repeats steps as new knowledge or creative ideas are developed that may be better for implementation.

We recommend setting aside time on a regular basis (quarterly, annually, or every three years) to review the Landscape Partnership's accomplishments, identify difficulties, and brainstorm ways to collaborate better with partners and stakeholders while continually honing the interventions and actions included in the action plan. These spaces can be used to build accountability for partners to continue to execute actions.

Creating a landscape initiative is cyclical and unending; it must continue to improve, evolve, and adapt the work to reflect a constantly changing world. The monitoring undertaken in Step 9 can contribute to these conversations and pave the way for that evolution.

A relevant tool for this step is: **How are we doing? A tool to reflect on the process, progress and priorities of a multi-stakeholder forum.**

Outcomes for Step 10

- Plans, actions, and processes updated to reflect identified learnings

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APPENDICES

Appendices

Appendices for Step 1

- ### Case studies: risk-focused approach

Trifinio del Sur, Guatemala

Southwestern Trifinio's climate, water availability, and nutrient-dense soil make it an ideal landscape for agricultural production, which has resulted in the rapid expansion of commercial farming. Sugar cane, oil palm, banana, plantain, and rubber are the main crops grown in the landscape, largely for international export. And all of them—apart from rubber—require irrigation throughout the year, which is mainly supplied by the Ocosito river.

The Ocosito River feeds Manchón Guamuchal and is also the main water source for communities living within the landscape. However, the water availability in the future is a concern, as annual flow rates decreased between April and May on average, and drought—driven both by weather and water use for agriculture—was identified as one of the biggest environmental risks in the landscape. There are also high levels of water pollution occurring because of poor agricultural practices, and liquid waste being discharged into the Ocosito River upstream.

The need to address the threats to the watershed was the driving reason to motivate landscape action. Companies that are seen to over-exploit water resources through their irrigation in other coastal areas have faced conflicts with local communities and loss of social license to operate. Communities on the coast rely on water from the Ocosito River to maintain the health of the mangrove forests for fish farming and construction materials. The coastal mangroves also serve as valuable protection from coastal flooding as a result of increasingly strong storms. These risks motivated companies, communities, and local government to come together to restore riparian and mangrove forests to safeguard these hydrological resources.

Sierra de Tapalpa, México

Mexico's state of Jalisco is its largest agrifood producer. As a result of international demand, in recent years it has exponentially expanded certain crops, such as avocado, agave, and berries.

Unfortunately, this dynamic has contributed to the loss of a large part of the state's forest mass, which in turn results in habitat fragmentation, soil erosion, landslides, and flooding, as well as pressure on—and overexploitation of—water resources.

The Sierra de Tapalpa landscape is located in southern Jalisco and borders two natural protected areas: Sierra de Quila and Nevado de Colima. This region forms a biological corridor of great biodiversity that connects both areas, but it has become highly vulnerable due to deforestation and pressure on water resources. This has been mainly caused by the establishment of avocado orchards, agricultural and livestock expansion over lowland forests, intensive agro-industrial activities (greenhouses and potato cultivation), illegal logging, and vacation housing development.

The state's government recognizes the need to align cross-sectoral efforts involving a wide range of actors and sectors, from small-scale producers to agribusiness companies, to strike a balance between nature, local communities, and agricultural production.

Exporting companies recognize the need to respond to markets that demand better practices, but above all they realize that to ensure the sustainability of their businesses in these places, they must collaborate with other actors to protect common water and pollinator sources. For this reason, the Rainforest Alliance, and the state government and its intermunicipal environmental boards set up a local committee with all these stakeholders to define actions aimed at preventing further forest loss, and the overexploitation of natural resources.

Lamas, Peru

Nearly 60 percent of this 2,000 square kilometer landscape in the department of San Martín is covered by Amazonian rainforest. It is home to eight different indigenous communities, and hundreds of species of birds, batrachians, and plants, some of which are endemic to this site. However, these forests are under threat—total deforestation in the San Martín region spans a staggering 14,000 square kilometers, largely driven by expanding low-productivity agriculture such as coffee, cocoa, and oil palm. The effects of this deforestation are far reaching, with impacts on levels of poverty, malnutrition, loss of water quality and quantity, lower yields in cocoa and coffee, and biodiversity loss.

Coffee and cocoa exports to international markets are worth over 19 million USD annually and significant to the local economy. However, productivity for these crops is below average, and climate change is predicted to adversely impact production in lower altitude farms. If this happens, more farmers will move to higher altitude areas, which could lead to further deforestation in the highlands. Deforestation in the headland watershed negatively impacts water sources, biodiversity, and crop productivity and quality, affecting farmers' incomes and the wellbeing of local communities.

The local and regional governments have undertaken a cross-sectoral planning process to address deforestation through their Integrated Development Plans. However, actions to address deforestation lacked coordination to achieve the impact needed. Additionally, addressing deforestation requires changing productive models and creating market incentives to change existing economic models that do not reward more sustainable production. The solutions also need to be implemented at scale and require investment and action from multiple sectors.

The need to address deforestation by transforming the local agricultural economy led to the original landscape actions. The government now seeks additional support and resources to achieve their policy goals. Indigenous communities and NGOs want to preserve standing forests to accomplish environmental and cultural objectives. And local farmers and businesses want to increase revenues while reducing deforestation risk, both to preserve ecosystem services their production depends on, and to comply with emerging market regulations and incentives linked to deforestation issues.

Therefore, the original motivation for collaborating at a landscape scale resulted in the need for multi-sector action to address deforestation and to reshape the local agricultural economy to incentivize sustainable production—ensuring agricultural production supports healthy ecosystems while improving yields and product quality, which increases local income.

- ### Case study: Opportunity-focused approach

In France, the appellation d'origine contrôlée, or AOC, designates an agricultural product that has been produced and processed within

a given territory (a terroir in French) using traditional knowledge that has been recognized by the government. For wine in particular, the requirements for using the AOC appellation include, among others, the designation of protection zones within the territory, the regulation of suitable species for each territory, and a process for pre-assessing new development in suitable zones to protect soil quality. The wine system was created when a plague threatened French wine production.[16] This is an example of how a benefit for producers (the ability to sell their wine at a better price for being an AOC) can only be achieved through organization and planning at the landscape level.

• Diagnostic tool

The exercise worksheet below can be completed within an organization or with other landscape stakeholders to analyze the applicability of the landscape approach. Choose either A or B below, or do both.

A. Risk-focused approach

Identify the main risks for the landscape:

1. What are the main risks or challenges that motivate the development of a project or initiative? List them specifically. Then, prioritize the problems to leave only the top 5-10.
2. At what scale do these risks have an impact?

Once 5-10 priorities are established, classify them into four categories: farm, community, sector, and landscape (watershed, region, or territory) levels.

Farm level	Community level	Sector level	Landscape level

If it is not clear which category a risk belongs in, the exercise below can be useful to identify potential solutions and whether collaboration is required to address it, or whether it can be done with a single actor or a more limited group of actors.

Risk/problem	Solution	Level of coordination required to implement the solution

B. Opportunity-focused approach

Identify if there are opportunities to be achieved that require coordination at a territorial or landscape scale:

1. What opportunities would require a landscape approach to be accomplished?

Some opportunities worth considering include:
- Blended finance models
- New regulations or changes to policies that create new opportunities for greener businesses that align with territorial goals
- Scale of investment needed for larger investors
- Companies which have made corporate commitments to purchase products from certain landscapes, and have shown interest in offering an incentive or support to producers

or businesses that take action to address landscape-scale challenges, such as deforestation or biodiversity

C. Develop value propositions for a set of prioritized stakeholders

1. Based on the risks and opportunities identified, identify key stakeholders that should be involved in the initiative to assure its success. Do they think the risks and opportunities above are compelling enough to drive their participation?

Identify which stakeholders would be the most important to involve. Prioritize five landscape stakeholders.

For each of the prioritized stakeholders, a simple elevator pitch should explain why the initiative deserves to be supported with their time and resources. Depending on the context, it should be clear how the identified challenges affect them now or in the future, and/or (b) what opportunities and concrete benefits they would derive.

D. Make a decision

Consider the above insights and initial discussions.

Does the analysis indicate that the landscape approach is needed to (a) solve an urgent problem or (b) access new market or financial opportunities?

If a strong enough case can be made to encourage the involvement of key partners in the landscape approach, the conditions exist to move forward with the project.

If there appears to be a need to work at the landscape scale, but it is not clear that there is a sufficiently robust value proposition to drive participation, consider whether financial and staff resources are available to create more evidence of the key challenge(s), or to approach stakeholders to define a better opportunity.

The questions above can guide an internal discussion and identify a clear rationale, but it is a judgment call as to whether to adopt the landscape approach.

• Case study: the evolution of landscape definition in Trifinio del Sur, Guatemala

A preliminary map of the Trifinio del Sur landscape in Guatemala is shown in Figure 8 below. The map covers four municipalities which were proposed to make up the landscape at the beginning of the project, encompassing the main banana and palm production areas as the primary products of the landscape, and incorporating an ecological focus on the coastal mangrove reserve. After starting a dialogue with the landscape partners and preparing the diagnostic analysis described in Step 4, sugar production was identified as an important sector to include in the landscape work. Additionally, mangrove forests on the coast in the eastern portion of the landscape were determined to be critical for conservation. Therefore (as shown in Figure 9), the landscape area was expanded to include the downstream municipality below Retalhuleu, incorporating all the key sugar production areas and the additional mangrove forests.

Figure 8: Initial landscape delimitation, Southern Guatemala (during step 1).

Mexico

Honduras

Salvador

MEXICO

3

2

1

4

Pacific
Ocean

**PRIORITIZED
MUNICIPALITIES**

1 Ocós

2 La Blanca

3 Coatepeque

4 Retalhuleu

Private Natural
Reserve "La Chorrera".

AIB Manchón
Guamuchal GTM 2016
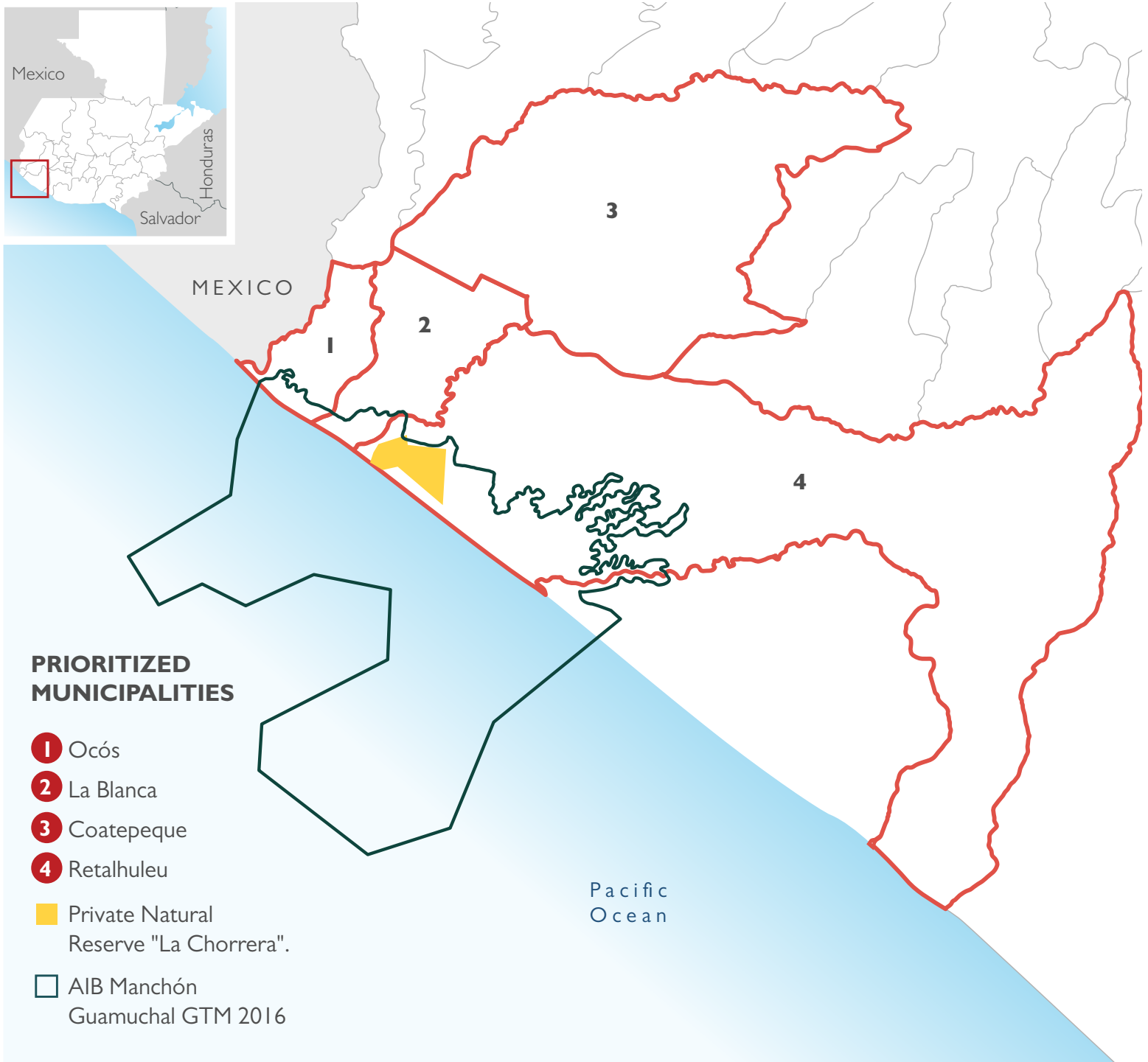
Figure 9: Final landscape delimitation, Southern Guatemala (after step 4)

El Quetzal

Pajapita

Ciudad
Tecun
Uman

Génova

El Asintal

Nuevo San Carlos

San
Sebast

La Blanca

Pacific
Ocean

Champerico

— Roads

☐ Municipalities

• Cities

█ Forest

█ Not forested

█ Water bodies

Appendix to Step 2

- ## Examples of Stakeholder Mapping Methodologies

In Guatemala, the MACTOR methodology was used to identify and map key stakeholders. It stands for "Method, Actors, Objectives, Ratio on force" and is a "an analytical method based on a matrix of alliances and conflicts[17]". The methodology involves six phases:

1. Note down each actor's plans, motivations, constraints, and means of action (construct the "actors' strategy" table).
2. Identify the strategic issues and associated objectives.
3. Position each actor on each battlefield and note the convergences and divergences.
4. Rank the objectives for each actor and assess possible tactics.
5. Evaluate the relationships of power and formulate strategic recommendations for each actor, in keeping with the actor's priority objectives and available resources. Raise key questions about the future, i.e., formulate hypotheses regarding the trends, events, and discontinuities which will characterize the evolution of the balance of power between actors. Scenarios will be constructed around these key questions and hypotheses as to their answers.

In Peru, actors were categorized by location, level of power, relationship with the territory, and focus of their action.

Figure 10. Example of a stakeholder mapping template from Lamas, Peru.

Group	Actor	Possible position in process and name of the key actor:				
		Ally	Opponent	Neutral	Sponsor	Change agent
Government	e.g. Regional government	e.g., Name, Environmental Manager	e.g., Name, Assistant Manager of Infrastructure	e.g., Name, Planning Director	e.g., Name, Water Resources Manager	e.g., Name, Economic Development Manager
	e.g., Watershed Restoration Bureau					
Producers' associations and agricultural cooperatives						
Indigenous organizations						
Academia						
Private sector						
Financial Sector/Municipal Savings Banks/Credit and Loan Cooperatives						
Domestic and foreign non-governmental organizations / cooperation agencies						

In Mexico, stakeholders in 11 categories were identified, including:

1. Stakeholders focused on landscape sustainability
2. Stakeholders whose activities have an impact on landscape sustainability
3. Actions they implement to achieve landscape sustainability
4. Territorial scope
5. Social recognition and/or legitimacy
6. Level of influence on public policymaking or oversight
7. Type of relationships with other stakeholders
8. Sector they represent
9. Technical knowledge of the landscape
10. Actors disbursing resources
11. Actors who have relevant information and the type of information

Appendix to Step 3

- ## Detailed roles and responsibilities to include in a multi-stakeholder platform agreement

Any agreement should specify who is responsible for certain roles and commitments. Roles should include:

A. Who has responsibility for convening meetings of the landscape partnership?
- If necessary, a moderator should be designated to manage exchanges between stakeholders, or a

secretariat to provide administrative support (or other roles with respect to meetings).

B. Technical leadership or input to visioning, planning and implementation
   - Identify what support or work is needed to create alignment between with the landscape partnership's priorities and the actions of its members' initiatives.
   - Once agreement on a plan is reached, specify who is responsible for completing each action item, as well as seeking or providing new financial resources.
C. Experts on topics relevant to develop an action plan, including ecology, greenhouse gas emissions, poverty and welfare, human rights, governance, rural production (agriculture and forestry), and finance
D. Actor responsible for activity-level monitoring and outcome-level monitoring (biodiversity, restoration, etc.)
E. Also to be considered:
   - Who contributes with capacity-building activities and potential landscape partnership members.
   - Who promotes and develops a support base through outreach and prepares, for example, strategic communications.

Conflict may emerge during implementation if certain stakeholders do not feel included in the initiative's spaces and processes. Leaving out important stakeholders could lead to inaccurate information that does not show the entire picture or decisions being made without considering possible drawbacks. For these reasons, it's critical to adopt policies on inclusivity early on, with a focus on involving local communities, indigenous peoples, women, and young people, among others.

• Suggested resources to strengthen participation in the multistakeholder platform

- Materials to support the design of training products:
   - **The four courses by Wageningen University at EDX under the "Sustainable and Inclusive Landscapes" certificate**
   - **WWF's The Partnership Toolbox (see page 12 for its "Partnership Agreement Tool")**
   - **UN's SDG Partnership Guidebook (see page 81 for their "Partnering Agreement Template" and page 53 for a useful "Charter for Good Partnering Behavior")**
   - **A guide from RECOFTC: "Facilitating agreements for community-private sector partnerships in forest landscapes in Lao PDR".**
- Note: 1000L is developing Learning Modules that 1000L partners, including the Rainforest Alliance, will be piloting in 2023 and 2024.
- Materials for a stakeholder outreach strategy
   - **Assessing Landscape Governance: A Participatory Approach**
   - **Public-Private-Civic Partnerships for Sustainable Landscapes: A Practical Guide for Conveners**
   - **The MSP Guide**

Appendices for Step 4a

• Sample components of a situational analysis (adapted from the analysis of Sierra de Tapalpa, Mexico)

- Description of the region
   - Geography
   - Climate
   - Physiography and topography
   - Geology
   - Hydrology
      - Surface water development
      - Groundwater development
- Soil characteristics
- Biological
   - Biogeographic Provinces
   - Ecoregions
   - Flora and vegetation
   - Fauna
   - Connectivity
- Social characteristics
   - Archaeological, historical, and cultural context
   - Socioeconomic context
      - Population
      - Migration
      - Education
      - Poverty
      - Health
      - Housing
      - Methods of communication
      - Land tenure
   - Economy and markets
      - Agriculture
      - Livestock
      - Infrastructure
- Dynamics and problems threatening sustainability
   - Vacation housing development
   - Agri-food expansion
   - Illegal logging
   - Fires
- Governance structures
- Trends, challenges, and opportunities in the region

Problem tree structure
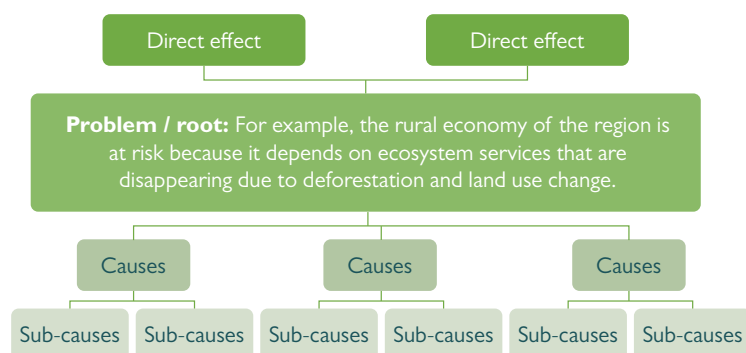
Appendices for Step 4a

- ## Jurisdiction

Using jurisdictions as landscape boundaries can facilitate collaboration with government agencies operating in the jurisdiction and encourages alignment with jurisdictional approaches. In addition, publicly available databases often provide information at the jurisdictional level and thus can provide better data for defining clearer targets and monitoring. As an example, the Rainforest Alliance is working with the local government to inform a landscape initiative in Sintang, Indonesia, which falls under the Sintang jurisdiction. In this initiative, the work is aligned with the **Sustainable Districts Platform** (LTKL, in Bahasa Indonesian) and jurisdictional plans. Thus, it makes sense for the landscape boundaries to be the same as the jurisdiction of Sintang.

Example of Jurisdictional Boundary: Sintang landscapes in West Kalimantan, Indonesia.

Another example is a legal jurisdiction created by a national or sub-national initiative. In the case of the Kakum Hotspot Intervention Area landscape in Ghana, the government created new intervention areas within the National REDD+ Strategy. The aim was to concentrate resources and actions in places of high importance for cocoa production, to decouple cocoa production and deforestation. This is not a traditional legal jurisdiction, but rather a new jurisdiction within the framework of the National REDD+ Strategy.

Example of Jurisdictional Boundary: Kakum HIA in Ghana.
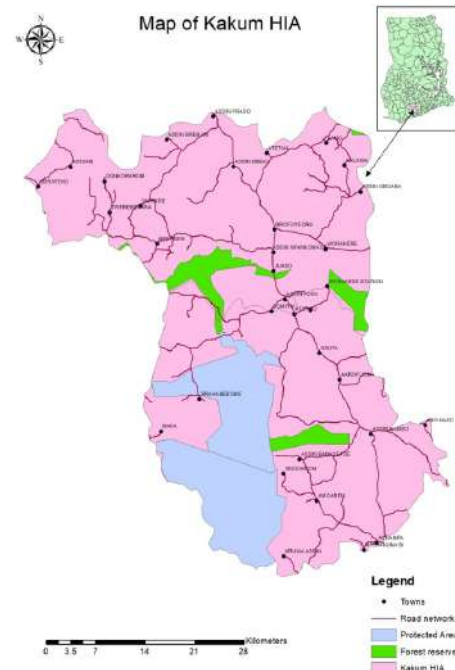
Watershed

Watershed boundaries may be appropriate for initiatives that aim to preserve surface water quality or quantity—such as water for farming or extractive industries—and that prioritize working with water resource authorities or hydropower providers.

The Upper Sub-basin of the Chinchiná River is a landscape in Caldas, Colombia, defined by the sub-basin of the region. Work in that area focuses on protecting the watershed's ecosystem services. In particular, deforestation and land use change in the páramo (the Andean alpine tundra) has resulted in degraded water quantity and quality for the population, and vulnerability to extreme hydro-meteorological events or erosive processes characteristic of local topography. For this reason, Vivo Cuenca decided to define the landscape with watershed boundaries, to recognize the importance of watershed-level management in preserving the ecosystem services necessary for the area.

Example of Watershed Boundary: Cuenca del Río Chinchiná in Caldas, Colombia.
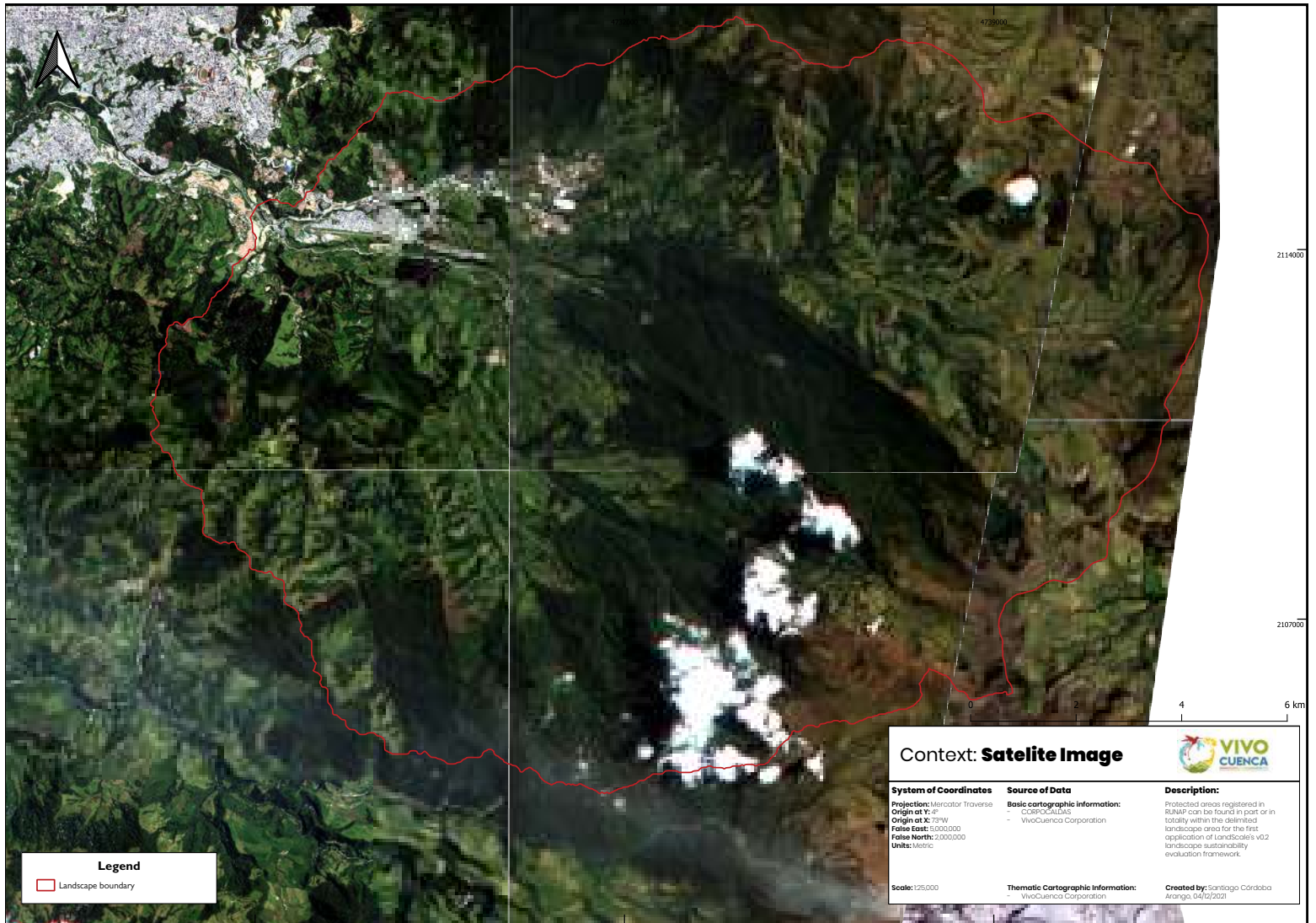
Other

Examples of other types of landscape boundaries include companies seeking to improve sustainability of procurement; governments, donors, or lenders aiming to improve or protect areas affected by large-scale infrastructure projects; and companies or investors that are willing to mitigate a risk in a specific area of interest. This may include a landscape comprised of multiple jurisdictions, sub-basins, or micro-basins. In some cases, an area of interest does not align with a predefined territory. In this case, the leaders of those landscapes could identify which jurisdictions or watersheds align with the area of interest. To do so, it may be easier to align with data and work that corresponds to the multiple jurisdictions or watersheds (or sub/micro watersheds) that make up the landscape. However, boundaries could also be defined around a production area or other social or political factors.

A landscape should ideally encompass the most important environmental, social, and economic features (and associated land uses) that influence or are affected by the primary economic activities that depend on natural resources. These may include, for example, protected areas, High Conservation Values (HCVs), significant water bodies, human settlements, or large production areas and processing facilities.

For more detail, some examples of "other" boundary types appear below:

Watershed approach with political boundaries: In the Northern San José sub-watersheds, the landscape adopted a watershed approach. Landscape-level collaboration is coordinated by Agua Tica, a water fund set up to invest in restoration and conservation of the Rio Grande and

Rio Virilla sub-watersheds. The intervention area is the Rio Grande sub-basin and the upper part of the Virilla sub-basin. The territory does not cover the entire Virilla river sub-basin, so rather than using two sub-watersheds, the landscape encompasses the Grande River sub-basin in the western part of the landscape and three cantons that make up the upper sub-basin in the eastern part of the landscape.

Example of Other Types of Boundaries: San José Northern Subcatchments in Costa Rica.

Productive-ecological approach with political limits: in the Trifinio de Sur landscape in Guatemala, the initiative also adopted a watershed approach to address the need for restoring the lower watershed and to protect water quantity and quality for industrial and community use. No previous efforts had been undertaken at watershed-level, and project implementation in Guatemala is traditionally aligned with jurisdictions. It was therefore decided to include the five municipalities to generally align with the lower Ocosito river basin in the landscape.

Example of Other Types of Boundares: Trifinio del Sur landscape in Guatemala

Biological corridor: In the Sierra de Tapalpa, the main focus is land management to maintain the ecological connection between two conservation areas in the zone separated by productive lands. The initiative seeks to develop local economies and implement governance that maintains the connection between the two conservation areas and creates a local economy that strengthens ecosystem services. The landscape is made up of four municipalities that link the two conservation areas.

Example of Other Types of Boundaries: Diversity of ecosystems in the Sierra de Tapalpa landscape and its function as an ecological corridor

Protected Natural Areas

RAMSAR sites

Sierra de Quilla

Connectivity line

Sierra de Tapalpa Region

Sierra de Manantlán

Volcán Nevado de Colima

15 of 24
Ecosystems in Jalisco are located in the Sierra de Tapalpa Region

High Altitude Coniferous Forest
Coniferous Forest
Holm Oak-Gallery Forest
Cultivated and Induced Forest
Mesophilic Forest and Low Evergreen Forest
Low and Medium Sub-evergreen Forest
Low Caducifolia Subcaducifolia Forest
Tular
Natural Grasslands

• Case study: The evolution of landscape boundaries in Lamas, Peru

In Lamas, the initial focus was on conserving part of the Cordillera Escalera Conservation Area (ACR-CE) by improving practices in the cocoa and coffee production zones that were determined to have the greatest impact on the ACR-CE. The conservation area is the source of most of the water and ecosystem services available in this region, and is vulnerable to the expansion of coffee and cocoa production. Initially, the landscape was defined by four municipalities[18] within the province of Lamas, with the most concentrated production of coffee and cocoa near the ACR-CE.

After the initial intervention, two more municipalities were identified that were not part of the initial landscape, but which had a significant impact on deforestation in the ACR-CE. The initiative then expanded the landscape to include six municipalities within Lamas, thus including additional coffee and cocoa production areas impacting the ACR-CE.

An opportunity was then identified to align the landscape initiative in Lamas with the jurisdictional processes at province level. A process is now underway to expand the initiative to Lamas-province level (11 municipalities). The initial "other" type boundary landscape comprising a group of municipalities has since grown become a jurisdiction-level landscape at province level.

2019   PILOT LANDSCAPE - 4 DISTRICTS
134 688 ha
1:1,250,000
Primary productive value chains: coffee and cocoa

2021   PILOT LANDSCAPE - 6 DISTRICTS
203 348 ha
1:1,250,000
Primary productive value chains: coffee, cocoa, and cattle

2023   PILOT LANDSCAPE - 11 DISTRICTS
474 153 ha
1:1,000,000

DISTRICTS
1 , ALONSO DE ALVARADO
2, LAMAS
3, PINTO RECODO
4, TABALOSOS
5, SHANAO
6, SAN ROQUE DE CUMBAZA
7, RUMISAPA
8, CAYNARACHI
9, CUÑUMBUQUI
10, BARRANQUITA
11, ZAPATERO

SANMARTIN
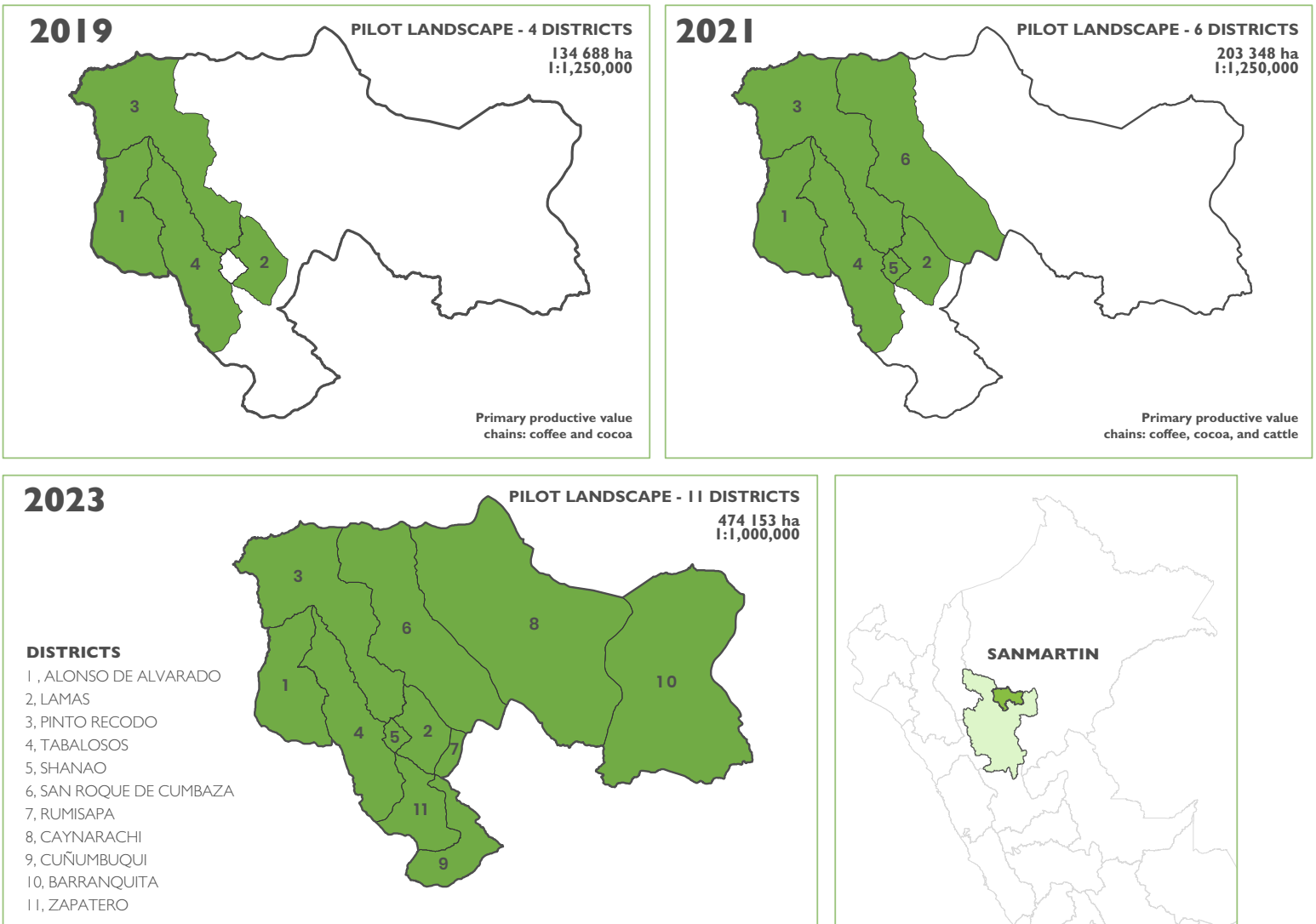
Appendices for Step 5

- ## Case study: Defining a vision for Trifinio del Sur, Guatemala

In the landscape on the southern coast of Guatemala, the partners identified maintaining the flow of water from the headwaters of the main river to the coast as the key problem to address. This water is essential not only for the communities and agricultural production in the river's watershed, but also to maintain the mangroves on the coast, which are critical to protect it from flooding and storm degradation. The mangroves also underpin the livelihoods of coastal communities that depend on fishing. Therefore, in a workshop, the landscape partners defined their vision of success to be a restored watershed that can sustain the landscape's communities, mangroves, and agricultural production, their most important local industry (see the vision example in Figure 9).

Once this vision was defined, they outlined additional goals needed to achieve the vision. Improving the forest cover and protecting biodiversity in mangrove forests would need to be included in the environmental goals if the objective is to restore the watershed. In addition, enhancing irrigation systems falls under the productive goals, while increasing community access to safe water falls under the social goals, and stakeholder involvement in space planning is classified as a governance goal. Figure 11 shows the goals identified in this interactive exercise in the case of Trifinio de Sur, as well as a picture of the vision template produced during the workshop.

Figure 11: Initial vision from a workshopin Guatemala

Persons
- More job opportunities
- Better access to basic services such as water, health, and education
- Better waste management
- Solids
- Liquids

CORE VISION
Water for people, life, and development

Biodiversity
- Improve river water quantity in dry season
- Improve river water quality
- Protect coastal forest/mangroves to protect against flooding and to be a source of livelihoods
- Restoration
- Restore eroded areas
- Restore riparian zones and coastal forest/mangroves
- Secure fish stocks (to maintain them as a food source)

Governance
- Increase participation of businesses and communities in planning processes
- Achieve more consensus between communities, agricultural companies and local goverment.

Production
- Improve irrigation systems

IMPORTANT FACTORS TO CONSIDER

- Migration + Drug trafficking
- Social and environmental safeguards + Connection with international and local markets + Banks, financing for businesses + National and international markets

Example from a workshop in Guatemala
Photo: Sarah Lupberger, 2020

Appendices for Step 6

- ## Case study: Selecting goals for the action plan

One key learning was that not all of the goals in Step 5 necessarily need to appear in the action plan.

Problems may be identified that may not be strategic to address at the landscape level. For instance, the spread of plastic waste in the river was noted as a significant worry for communities in the visioning exercise from Guatemala in the Appendices for Step 4. However, it was eventually determined that the sources of this pollution are very distributed, making it impossible to identify landscape-level solutions to the issue. Despite being recognized as a problem, this issue is not prioritized in the action plan or goal. But now that it has been recognized, it can be incorporated into the action plan later if a different opportunity or solution to tackle it at the landscape scale comes to light.

Example template to design the action plan

An example of a template used to develop action plans in Peru and Guatemala is shown in Figure X below. This approach started by listing quantitative goals, resources, and funding for each action in a matrix. Both sides of the matrix were filled out at the same time:

- **Start defining targets aligned with existing plans or known thresholds.** This could be government plans (regional plans, or those aligned with national strategies such as Nationally Determined Contributions (NDCs) or Restoration Plans) or corporate commitments (zero deforestation or reducing supply-side emissions). Natural or social thresholds, identified by the analyses and discussions in Steps 4 and 5, can also be considered. There are other tools that can help in this regard, depending on the landscape theme (e.g., modeling tools to assess watershed health if focusing primarily on water challenges).

- **Begin to fill in actions to determine the feasibility of different quantitative goals.** To include actions, teams first determined existing activities, projects ongoing, or budget available in the landscape, including 1) ongoing activities that would contribute to the goals directly and 2) activities or resources that could be better aligned to support goal achievement. Next, the teams identified new ideas for actions that could support the collective goals, including 1) which ones can be undertaken by the current stakeholders and 2) projects or ideas for channeling new investments.

Figure 12. Demonstrative table for designing an action plan.

Qualitative goal	Quantitative goal(s)	LS indicator	Milestones	Partners	Action/ project	Resources/financing

→ Starting from goals   Starting from actions ←

- ## Case study: Developing inclusive action plans

In the Lamas landscape in Peru, the Rainforest Alliance team led the process by seeking initial input and ideas from partners through one-on-one meetings and sessions with the Local Consultative Committee (CCL). They then drafted an initial version of the LAP, which was shared to gather input through workshops with the CCL, one-on-one interviews, and meetings with key stakeholders, such as cooperatives, traders (like Volcafe), and local indigenous communities' federations (such as FEPRIKESAM). During the process, it was also important to identify key players who could support the effort with other actors. For example, FEPRIKESAM facilitated the socialization of the process with some of the native communities from Lamas who were unable to directly participate.

In Sierra de Tapalpa in Mexico, a core team had to design the initial action plan themselves when COVID-19 impeded field visits. They set up a working group—with partners who had the interest and capacity to participate in virtual sessions—to design the LAP through online calls. This group worked out an initial structure and key action areas for the action plan and then updated it with the Landscape Committee once face-to-face meetings resumed. After goals were identified in Step 5, working groups for each goal were created within the Landscape Committee to establish quantitative goals and identify actions and projects for funding in Step 7.

Appendices for Step 7
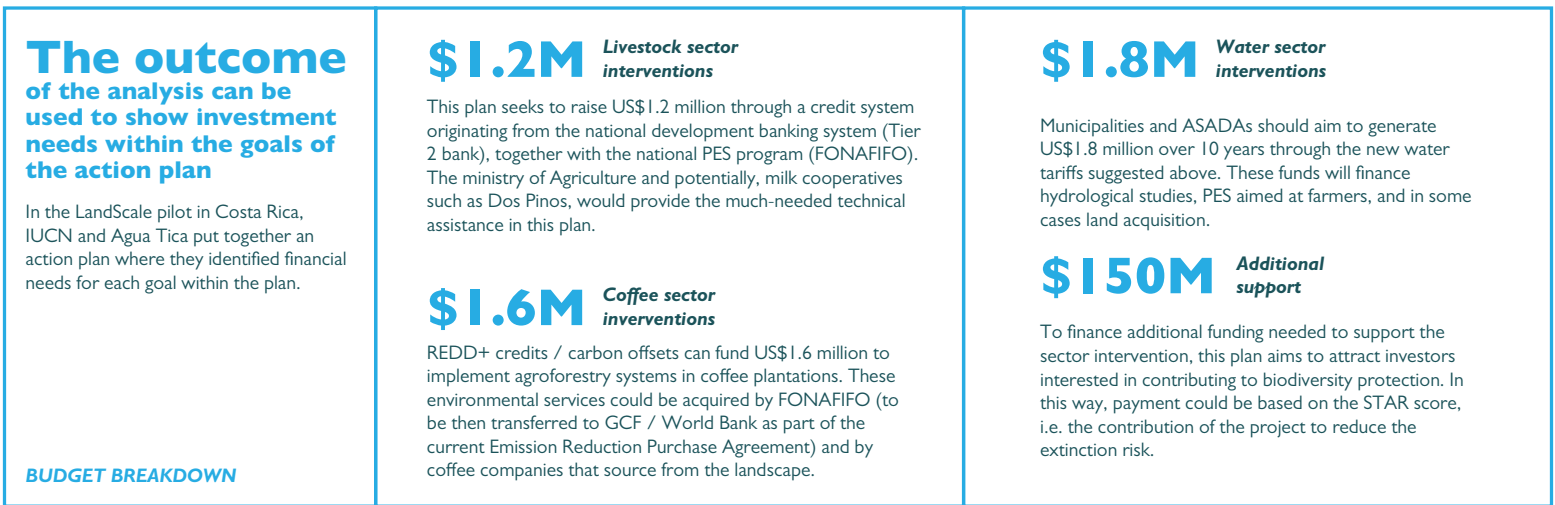
- ## Creating incentives to improve sustainability

To improve sustainability in the long-term, an intervention has to have a clear benefit for the producer and the communities involved in implementing it. Figure 13 below includes a list of interventions that Rainforest Alliance has implemented in Latin America. The figure not only highlights the social and/or environmental benefit for the landscape, but also the incentive that motivates a producer to participate in the intervention.

Figure 13. Examples of actions, incentives, and financing mechanisms for landscapes affiliated with the Rainforest Alliance in Latin America

- **Market incentives to encourage better practices:** Encourage good agricultural practices that improve the quality of coffee or cocoa and increase productivity.
  - **Incentive for the farmer:** Buyers indicate interest in acquiring quality products for a higher price or to guarantee certain sales volumes for these growers.
  - **Benefit to the landscape:** Good agricultural practices not only improve farmers' income without having to expand into new forest areas, but also have co-benefits like protecting soil quality, minimizing farm waste, and improving biodiversity.
  - **Example:** Training in Guatemala and Peru for small-scale growers.
- **Create or adjust financing programs to incentivize better practices:** Loans or investments to improve agricultural practices.
  - **Incentive for farmers:** Access to new sources of financing or better loan conditions if produces adopt certain practices.
  - **Benefit to the landscape:** Good agricultural practices not only improve income for producers without having to expand into forested areas, but also create benefits for protecting soil quality, minimizing farm waste, and improving biodiversity.
  - **Example:** Norandino Green Credit (Peru)
- **Promoting agroforestry systems:** Support setting up agroforestry systems that improve environmental outcomes and diversify of income sources for producers, thereby mitigating the economic risks of depending on a single product.
  - **Incentive for farmers:** Diversifies sources of income, making farmers less susceptible to market risks.
  - **Benefit to the landscape:** Agroforestry systems have multiple benefits. They diversify income sources, enhance economic stability that can reduce poverty and improve biodiversity conditions.
  - **Example:** Building agroforestry systems through transfer of use contracts in Lamas, Peru
- **Support distribution of resources through payments for environmental service programs.**
  - **Incentive for farmers:** c
  - **Benefit to the landscape:** Resources enable producers to take actions to improve and protect environmental services.
  - **Example:** Support provided to improve deployment of a public PES program in Guatemala through learning events and technical assistance.
- **Direct grants from companies in the landscape:** Companies that recognize the importance of improving conditions in the landscape can provide grants or invest directly to support specific landscape actions aligned with their corporate priorities.
  - **Incentive for farmers:** Funding to enhance farmer resilience through improved practices and protection of the environmental services they rely on.
  - **Benefit to the landscape:** Resources to implement direct actions to improve landscape conditions.
  - **Example:** Corporate grants in Guatemala to coordinate restoration efforts.
- **Business models recognizing environmental value:** Development of business models for new ventures that value sustainable agriculture or forests.
  - **Incentive for farmers:** Diversified sources of income and adoption of new products for new markets.
  - **Benefit to the landscape:** Create an economic interest in keeping the forest standing and improving environmental practices.
  - **Examples:** Agricultural products (sacha inchi), forest products (dragon's blood), native enterprises (Warmi Awadora), ecotourism (Sierra de Tapalpa).
- **Business models to foster the use of technology:** Development of business models with companies to adopt technologies that have both economic and environmental benefits.
  - **Incentive for farmers:** Improves economic efficiency of production
  - **Benefit to the landscape:** Social and environmental benefit from deployment of new technology
  - **Examples:** Coffee dryers for growers in Lamas.

- ## Case study: Investment needs in Costa Rica

In the LandScale pilot in Costa Rica, IUCN and Agua Tica put together an action plan where they identified financial needs for each goal within the plan. Figure X shows the four main goals and the budget required to achieve it.

The outcome
of the analysis can be used to show investment needs within the goals of the action plan

In the LandScale pilot in Costa Rica, IUCN and Agua Tica put together an action plan where they identified financial needs for each goal within the plan.

BUDGET BREAKDOWN

$1.2M *Livestock sector interventions*

This plan seeks to raise US$1.2 million through a credit system originating from the national development banking system (Tier 2 bank), together with the national PES program (FONAFIFO). The ministry of Agriculture and potentially, milk cooperatives such as Dos Pinos, would provide the much-needed technical assistance in this plan.

$1.6M *Coffee sector inverventions*

REDD+ credits / carbon offsets can fund US$1.6 million to implement agroforestry systems in coffee plantations. These environmental services could be acquired by FONAFIFO (to be then transferred to GCF / World Bank as part of the current Emission Reduction Purchase Agreement) and by coffee companies that source from the landscape.

$1.8M *Water sector interventions*

Municipalities and ASADAs should aim to generate US$1.8 million over 10 years through the new water tariffs suggested above. These funds will finance hydrological studies, PES aimed at farmers, and in some cases land acquisition.

$150M *Additional support*

To finance additional funding needed to support the sector intervention, this plan aims to attract investors interested in contributing to biodiversity protection. In this way, payment could be based on the STAR score, i.e. the contribution of the project to reduce the extinction risk.

Source: GAM Action Plan San Jose, Costa Rica

Additional materials to support building a financial plan

The Rainforest Alliance teams referred to multiple tools to support the development of a financial plan. They used elements of EcoAgriculture Partners' **Landscape Investment and Finance Toolkit (LIFT)** and CPIC Blueprints models to conduct analyses and develop new project ideas. In addition, the Sierra de Tapalpa landscape in Mexico is participating in the 1000L Landscape Finance Catalyst pilot, and the Lamas landscape in Peru is working with Clarmondial to identify investment opportunities.

Once the financial needs were identified, the team explored different incentive models, including loans at favorable interest rates and multilateral resources. Relevant resources for this identification were:
- **Taxonomy of corporate activities providing environmental benefits**
- **Database of funds and asset managers that invest in nature**

Appendices for Step 8
- ## Examples of projects under each category

- **Company donates 10,000 trees to reforest a conservation area** (contributes to the goal of restoring 4,000 ha in 5 years).
- **A coffee buyer offers a long-term purchase contract if the producer implements a wastewater treatment system** (contributes to the goal: Reduce amount of suspended solids by 10% in 5 years to improve water quality).

→ **Private investment for a green loan that offers preferential rates to producers who imple-ment green practices** (that contribute to action plan goals related to maintaining soil quality and conserving biodiversity), **but is only profitable if the government offers a guarantee for the first 100 loans that fail and is accompanied by techni-cal assistance from local extention agencies and NGOs.**

→ **A water fund with public, private, and grant funding** that manages a trust fund that finances actions in the landscape to improve watershed health.

The same model can use a green bond to access large-scale financing that the fund can use to coordinate projects to generate measurable environmental outcomes at the landscape scale that could reduce or replace the repayment of the bond.

- **Examples of the three categories of landscape governance models**

1. Government institutionalization

- Biocultural Landscape in Mexico
- A biosphere reserve, for example, the Mayan Biosphere Reserve in Guatemala and the Arganeraie Biosphere Reserve in Morocco.
- In Lamas, San Martin, institutionalization of the landscape came through a regional ordinance issued by the Regional Government of San Martin. On Thursday, May 11, regional ordinance No. 001-2023-GRSM/CR, established the landscape approach to improve management and planning in the region, and using LandScale as a tool to measure, evaluate and communicate the sustainability performance of landscapes in the San Martin region.
- Jurisdictional approaches:
  - HIAs[19] in Ghana linked to the REDD strategy
  - Sustainable Districts in Indonesia

2. Creation of a legal entity to manage the landscape partnership.

3. Public-Private Partnerships
- Exploration of a PPP in Lamas, Peru
- Water funds such as the Agua Tica Water Fund
- Creating of a landscape NGO
- AlVelAl Association in Spain. More information can be found in the 2022 Annual Report.

4. Creation of a formal body with broad participation, but without a centralized implementation or funding mechanism.

- Regional working groups in Trifinio del Sur, Guatemala.
- Local committee of Sierra de Tapalpa, Jalisco, Mexico. The committee's structure and members shown in the graphic below:

LOCAL COMMITTEE

Working groups

| Sustainable production | Biodiversity and ecosystem | Territorial planning and cooperation | Cultural heritage | Water resources management |

Academia **Agroindustria** **Sector público** **Sociedad civil**

Public	Agroindustry	Social sector	Allies
JIRA	Aneberries	MAZATI	IUCN
JIDELAA	GRUPO OJO ZARCO	Women groups	
		Ejidos (communities)	ITESO
	APEAJAL		

Appendices for Step 9

- Demonstrative template to monitor the implementation of LAP actions

Quantitative goal(s)	LS indicator	Milestones	Action/ project	Responsible partner(s)	Implemenation timeline	Status

Example: Quantitative goals of the Action Plan for six districts in Lamas, Peru their link to the LandScale metrics.

Goal	Sub-goal	LandScale metric	Baseline in 2021	Expected change by 2030
Goal 0: Reduce poverty	Reduce poverty by 10% points	**2.1.1** Household income and Assets	32%	22%
Goal 1: Increasing productivity, quality and diversification	Increase coffee productivity to 22 qq/ha.	**4.1.1.1** Average productivity per crop (yield/ha) broken down by crop	18 qq/ha de Café	22 qq/ha de Café
Goal 2: To conserve the ecosystems on which the rural economy depends	Reduce deforestation rate by 40%	**1.1.2.2** Natural ecosystem conversion rate (ha and % conversion per year)	582 ha	349 ha
	Restoration of 2291 ha	**1.1.4.1** Total area (ha) under restoration	309 ha	2291 ha
	Reduce fragmentation of hill forests by 15% to favor biodiversity and sustainable local economies.	**1.1.5** Connectivity of natural ecosystems	820.51	943.58

Footnotes

1. 1000 Landscapes for 1 Billion People. 2022. A Practical Guide to Integrated

2. Landscape Management. Washington, DC: EcoAgriculture Partners, on behalf of 1000 Landscapes for 1 Billion People. (ILM Practical Guide)

3. Adapted from the **ILM Practical Guide** and the Rainforest Alliance criteria for integrated landscape management projects.

4. 1000 Landscapes for 1 Billion People. 2022. A Practical Guide to Integrated

5. Landscape Management. Washington, DC: EcoAgriculture Partners, on behalf of 1000 Landscapes for 1 Billion People.

6. Adapted from the **ILM Practical Guide**

7. Adapted from the **ILM Practical Guide**

8. For more information on blended finance, see: **https://www.convergence.finance/blended-finance**

9. One example is Agua Tica **(https://www.aguatica.org/)**, a water fund in Costa Rica financed by its public and private members, including Coca-Cola FESMA and FIFCO (a subsidiary of PepsiCo). A membership fee is collected for certain types of members to join, which, combined with grant funding, makes up most of the resources the Fund uses to implement restoration activities, including reforestation, good agricultural practices, assisted regeneration, and others. The Latin American Alliance of Water Funds has information on other water funds operating in the region.

10. For example, the CPIC blueprint for a **special purpose vehicle for smallholder forestry**

11. IUCN. 2018. Green Bonds and Integrated Landscape Management.

12. These groups are adapted from Everett M. Rodgers' theory (1962) where there are five types of adopters for products: innovators, early adopters, early majority, late majority, and laggards.

13. A **National Character Area** is a natural subdivision in England based on a combination of landscape, biodiversity, geodiversity, and economic activity. It follows natural rather than administrative boundaries but is an official designation.

14. It is important to note that this refers to a single political designation, and not to a set of jurisdictions, such as a landscape composed of multiple municipalities. Although they are political boundaries, that would be a boundary under the "other" category, because the landscape stakeholders may choose which areas to include or not in the landscape. In contrast, the area of a single jurisdiction has fixed boundaries.

15. **ILM Practical Guide**

16. One of the explanations for the origin of the AOC label in France was the emergence of phylloxera vineyard pest. When production fell at the end of the 19th century, the market was flooded with fake wine that carried a national label but was either made in other countries or was adulterated. In response, some local producers in provinces with large wine production began to define good practices for the area and push for standards for their regions and varieties. A few decades later, the government passed the first in a series of laws to create standards for French wine production. At first, the laws focused more on origin than quality, and it was not until the 1920s that regulations appeared in some regions around the country that had guidelines for vineyard and viticultural practices. In 1937, France introduced its AOP system at the national level (later renamed Appellations d'Origine Contrôlées—AOC) which continued to evolve into the current AOC system that is known around the world. Adapted from: Lukacs, Paul. 2012. Inventing Wine: A New History of One of the World's Most Ancient Pleasures. New York, W.W. Norton & Co.

17. Godet, Michel. "Actors' Moves and Strategies: The Mactor Method." Futures 23.6 (1991): 605–622. Web.

18. In Peru, the levels of jurisdictions are (from largest to smallest): country, department, province, district or municipality.

19. HIA stands for to "Hotspot Intervention Areas" of the national REDD+ strategy in Ghana. Information on the history of HIAs can be found in the introduction of **"Achieving inclusive governance in GCFRP implementation in Ghana: Lessons and Experiences in Setting up, and the Functioning of Companies and Government Collaborations in the Asunafo-Asutifi Landscape Programme**" by Proforest

THE BUSINESS CASE
FOR COLLECTIVE
LANDSCAPE ACTION