

# SUSTAINABLE LANDSCAPE PARTNERSHIPS MODULE

VERSION 0.2 | OCTOBER 2020

This optional module helps multi-stakeholder groups at any stage of their development to report their activities and progress in a structured manner in relation to five key elements of integrated landscape management. This includes the structure and governance of the partnership, stakeholder engagement, sustainability goals, action plans, and monitoring and evaluation. The module can help actors involved in, or considering engaging with, a sustainable landscape partnership (SLP) to understand the progress in establishing the partnership, how the partnership functions and what it has achieved, as well as helping to identify aspects that may warrant further attention. A report based on this module can be integrated into the full LandScale assessment report to provide valuable context for interpreting the results. It may also increase interest in the landscape and the partnership, and boost confidence by buyers and investors in sourcing from or funding activities in the landscape.

This module should ideally be applied in a participatory and inclusive manner by all members of a landscape partnership. LandScale recognizes that landscape initiatives take different forms and that there is no “one-size-fits-all” when it comes to their design and implementation. Therefore, the module may be used in part or in full, and it does not include required thresholds for progress or achievements. This module is not designed as a comprehensive guide to support the development of an SLP. However, a list of resources that may help develop and implement SLPs is provided in the Pillar Resources (available for organizations piloting LandScale version 0.2).

## **What is a sustainable landscape partnership (SLP)?**

A SLP is a formal or informal arrangement between actors (referred to as members) in the form of a project, program, platform, initiative or set of activities, that: (a) explicitly seeks to enhance landscape sustainability across agriculture and other production activities, biodiversity and ecosystem conservation, human well-being, and governance; (b) works at the landscape scale and includes deliberative planning, policy, management, or support activities at this scale; and (c) involves coordination or alignment of activities, policies, or investments across ministries, local government entities, farmer and community organizations, NGOs, donors and/or the private sector.<sup>1</sup>

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<sup>1</sup> Adapted from the definition of an integrated landscape initiative in Milder, et al. (2014). Integrated landscape initiatives for African agriculture, development, and conservation: a region-wide assessment. *World Development* 54: 68-80.

SLPs can take a variety of forms: they may be driven by local stakeholders and/or external actors and may comprise new attempts at integrated landscape management as well as efforts to maintain or strengthen existing integrated land-use systems.

#### How to use this module

This module is organized around five key elements of SLPs and their activities:<sup>2</sup>

1. Structure and governance of the partnership that defines how members collaborate to support landscape sustainability
2. Stakeholder engagement to build understanding, support, and participation of stakeholders, including those outside the partnership, to advance landscape sustainability
3. Shared understanding, vision, and goals for landscape sustainability
4. Plans and interventions that identify actions, roles and responsibilities, and milestones to advance landscape sustainability
5. Monitoring, evaluation, and adaptive management to assess progress toward landscape sustainability and adapt the partnership's approach

Based on this five-element framework, this module provides a set of mostly open-ended questions which can be answered in varying levels of detail. LandScale recommends providing a response in the form of a brief summary and linking or referring to relevant documentation to provide further details and/or evidence. The brief responses can provide a structured overview of the status, plans, and progress of the SLP while the links or references can guide readers to further resources or evidence as needed.

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<sup>2</sup> Denier, L., Scherr, S., Shames, S., Chatterton, P., Hovani, L., & Stam, N. (2015). *The Little Sustainable Landscapes Book: Achieving sustainable development through integrated landscape management*. Global Canopy Programme.

### Box 1. Enabling Conditions for a Successful LandScale Assessment

While LandScale assessments can be conducted in a variety of contexts, experience from the LandScale pilots suggests that certain enabling conditions can be helpful in facilitating successful assessments that include the support and participation of local stakeholders. A SLP can help create such enabling conditions. Below are three important enabling conditions that the original LandScale pilots identified, as well as recommendations on how LandScale users can establish or strengthen these conditions through a SLP if they do not initially exist.

Enabling condition	Ways to achieve this condition
Stakeholders understand what landscape-scale monitoring is, how it can be beneficial for them, and why they should support it.	When engaging with stakeholders in meetings and workshops, start by explaining what landscape-scale monitoring is, the difference between this and on-site monitoring, and how they can benefit from landscape-scale monitoring.
Stakeholders understand what LandScale is, what the assessment entails, and have expressed their support.	Set up meetings and workshops with stakeholders to introduce LandScale and explain what benefits it can bring.
There is a landscape partnership or space for coordination with different knowledge systems and representatives from the public sector, private sector, and civil society.	<p>If there is a multi-stakeholder partnership in the landscape, review its membership to see if it includes representatives from all key groups from the private sector, public sector, and civil society.</p> <p>If one or more of these key groups lack representation in the multi-stakeholder partnership, either encourage them to join it or meet with them separately to ensure the assessment reflects their needs, priorities, and knowledge.</p>

**Element 1: The partnership has a clearly defined structure and governance mechanism, which defines how members collaborate to support landscape sustainability.**

Questions	Additional detail and suggested documentation
<p>1.1 Collaboration and decision-making: Arrangements, structures, and processes for collaboration and coordination among members, for making partnership decisions and for addressing complaints.</p>	
<ol style="list-style-type: none"> <li>1. When and why was the partnership initiated?</li> <li>2. Is there a formal partnership agreement?</li> <li>3. How is the partnership structured and coordinated?</li> <li>4. What is the decision-making process?</li> <li>5. Is there a way to address concerns and complaints related to the SLP and its activities from members?</li> <li>6. Does the SLP take measures to identify and address power dynamics/imbances within the partnership? If yes, how?</li> </ol>	<ol style="list-style-type: none"> <li>1. Timing and reason for the initiation of the partnership. List of members and dates of registration/initiation.</li> <li>2. If yes, please state the type of agreement (e.g., memorandum of understanding, legally recognized entity, voluntary cooperative agreement, etc.), the date, and duration. Please specify if there are different types of agreements for different members. If the agreement is publicly available, please provide a copy.</li> <li>3. Specify how the partnership is structured and coordinated.</li> <li>4. Explain the decision-making processes and reference governance documents that formalize this process, if applicable. Indicate whether all participants are provided with the information that they need (in accessible forms and language) to participate effectively in the decision-making process.</li> <li>5. Explain the partnership's mechanisms to address concerns and complaints.</li> <li>6. Details on measures to identify and address power dynamics</li> </ol>
<p>1.2 Members of the partnership: Composition of the partnership and extent to which members include and/or represent key stakeholders affected by or with influence on landscape sustainability.</p>	

<ol style="list-style-type: none"> <li>1. Which organizations and individuals are part of the SLP? How representative is this membership of key stakeholders affected by or with influence on landscape sustainability?</li> <li>2. What is the process for a new member to join?</li> </ol>	<ol style="list-style-type: none"> <li>1. List of partnership members and assessment of the degree of inclusiveness and representation of this membership.</li> <li>2. Criteria for inclusion of new members (e.g., self-selected, selected or invited by another organization (specify which one), or selected by a group that they represent (specify how the selection was made)).</li> </ol>
<p>1.3 Roles and responsibilities: Roles, responsibilities, and contributions of different members to the partnership.</p>	
<ol style="list-style-type: none"> <li>1. Does the SLP have defined roles and responsibilities for their members?</li> </ol>	<ol style="list-style-type: none"> <li>1. Describe the different roles and functions within the partnership. Identify who is responsible for each. Examples of common roles include:             <ol style="list-style-type: none"> <li>a. Facilitation, including as a convener bringing actors together, as a moderator managing interactions of the actors, as a catalyst stimulating action, or as a secretariat providing administrative support</li> <li>b. Technical leadership or input to vision, planning, and implementation</li> <li>c. Capacity building, including training and supporting knowledge sharing between actors with different expertise and experience</li> <li>d. Provision of financial or other resources for the functioning of the partnership and/or implementation of its activities</li> <li>e. Monitoring, evaluation, and adaptive management</li> <li>f. Promotion, building support through advocacy, strategic communications etc.</li> <li>g. Program management, fundraising, and administration</li> <li>h. Collaboration, support, and alignment of the member's own initiatives with the priorities and actions of the partnership</li> </ol> </li> </ol>

<p>1.4 Resources of the partnership: Situation of the partnership with respect to financial and other resources secured and used or needed for a) the functioning of the partnership, b) implementation of the plans and interventions of the partnership, and c) evaluation of the partnership and its work, including assessing landscape sustainability outcomes.</p>	
<ol style="list-style-type: none"> <li>1. Is the partnership managing funds? If yes, for what?</li> <li>2. Who has contributed financial or other resources to partnership activities?</li> <li>3. Is there a plan for raising additional resources? Indicate which sources of funding have been secured and whether additional sources have been identified and are being pursued.</li> </ol>	<ol style="list-style-type: none"> <li>1. Specify if there is a budget for the work of the SLP to plan, coordinate, facilitate, or monitor landscape intervention strategies? This could include, for instance, budgets for:               <ol style="list-style-type: none"> <li>a. Meetings and workshops</li> <li>b. Facilitation services</li> <li>c. Studies and planning processes</li> <li>d. Implementation of the partnership’s plans</li> <li>e. Monitoring and evaluation, which could include carrying out LandScale assessments</li> </ol> </li> <li>2. Documentation of the partnership’s financial and in-kind supporters, such as government agencies, companies, NGOs, and donors</li> <li>3. Fundraising plans, including key actors who are leading or supporting fundraising activities</li> </ol>

<p><b>Element 2: The partnership effectively engages stakeholders to build their understanding, support, and participation, including stakeholders outside the partnership, to advance landscape sustainability.</b></p>	
Questions	Additional detail and suggested documentation <sup>3</sup>
<p>2.1 Stakeholder identification and mapping: Identification and understanding of stakeholders affected by or with influence on landscape sustainability and the partnership.</p>	

<sup>3</sup> Information related to questions within Element 2 can be reported as part of the landscape situation analysis.

<p>1. Has stakeholder mapping been conducted for the landscape?</p>	<p>1. If yes, provide the following information:</p> <ul style="list-style-type: none"> <li>● What stakeholder types/groups have been identified? Explain briefly how they have been mapped with respect to their level of influence and/or the extent to which they are potentially affected by landscape sustainability and by interventions of the partnership.</li> <li>● Have representatives been identified for each stakeholder group? Explain how they were identified.</li> <li>● Which stakeholders are considered vulnerable and/or marginalized?</li> </ul>
<p>2.2 Stakeholder consultations: Consultation of stakeholders for the development of sustainable landscape goals, outcomes or targets, milestones, plans and interventions.</p>	
<p>1. Which of the identified stakeholder groups participated in, or have been consulted for, development of sustainable landscape goals, outcomes or targets, milestones, plans and interventions?</p> <p>2. What measures have been taken to ensure effective consultation of women and vulnerable and/or marginalized stakeholders?</p> <p>3. How was stakeholder input from consultations collected, addressed, and communicated in the sustainable landscape goals and milestones, plans and interventions?</p>	<p>1. Explain the overall consultation process.</p> <p>2. Explain how women and vulnerable and/or marginalized stakeholders have been consulted, either as part of this process or separately.</p> <p>3. Summarize how stakeholder input was considered or incorporated as part of the consultation process.</p>
<p>2.3 Stakeholder participation in interventions: Participation of stakeholders in the implementation of plans and interventions.</p>	
<p>1. Which stakeholder groups have participated in implementing sustainable landscape plans and interventions?</p> <p>2. What measures have been taken to promote participation of women and vulnerable and/or marginalized stakeholders?</p> <p>3. How have the actions taken been communicated to stakeholders?</p>	<p>1. Explain which groups have participated and how.</p> <p>2. Explain the roles and participation of these groups.</p> <p>3. Explain the process and mechanisms for communicating the actions taken.</p>

<b>Element 3: The partnership members have a shared understanding, goals and vision for landscape sustainability.</b>	
<b>Questions</b>	<b>Additional detail and suggested documentation</b>
3.1 Analysis of landscape sustainability challenges and opportunities: Level of understanding of the status, trends, challenges and opportunities for landscape sustainability, and of the drivers and actors contributing to these dynamics.	
<ol style="list-style-type: none"> <li>1. What are the main drivers of negative changes and barriers to positive changes in landscape sustainability?</li> <li>2. How were these identified?</li> </ol>	<ol style="list-style-type: none"> <li>1. Explanation and evidence of this question can be provided in the <u>landscape situation analysis</u>.</li> <li>2. Explain processes to identify changes and barriers.</li> </ol>
3.2 Shared goals and outcomes or targets for landscape sustainability: Goals and outcomes or targets regarding landscape sustainability adopted by the partnership and how these were developed.	
<ol style="list-style-type: none"> <li>1. What landscape sustainability goals and outcomes or targets have been adopted by the partnership related to ecosystems, human well-being, governance and production?</li> <li>2. Are there any sustainability challenges or ambitions that the partnership has identified but that are not yet covered by the goals and targets?</li> </ol>	<ol style="list-style-type: none"> <li>1. Specify the goals and outcomes or targets.</li> <li>2. Specify any such gaps in the goals and targets.</li> </ol>

<b>Element 4: The partnership has agreed on plans and interventions and is implementing them to advance landscape sustainability.</b>	
<b>Questions</b>	<b>Additional detail and suggested documentation</b>
4.1 Action plan and milestones: Establishment of an action plan that defines interventions, roles, responsibilities, resources and milestones to achieve the goals and outcomes or targets of the partnership, and how this plan was developed.	

<ol style="list-style-type: none"> <li>1. Is there an action plan that identifies interventions for each of the goals and outcomes or targets adopted by the SLP?</li> <li>2. Are there clear milestones identified for every intervention?</li> <li>3. Does the action plan identify the roles, responsibilities, timelines, and resources needed for each of the proposed interventions?</li> <li>4. Have potential positive and negative impacts of the interventions been analyzed? What safeguard measures have been adopted to address negative impacts and enhance positive impacts?</li> </ol>	<ol style="list-style-type: none"> <li>1. Documentation of landscape action plan and theory of change (if any) specifying date of adoption and recent updates.</li> <li>2. Specify milestones.</li> <li>3. Specify these details of the action plan.</li> <li>4. Analysis of potential impacts.</li> </ol>
<b>4.2 Implementation of the plans and interventions: Extent of implementation of the action plan and progress in achieving milestones.</b>	
<ol style="list-style-type: none"> <li>1. To what extent have the interventions in the action plan been implemented?</li> <li>2. What is the progress on achieving milestones?</li> </ol>	<ol style="list-style-type: none"> <li>1. Summary of progress toward implementing the action plan.</li> <li>2. Summary of progress toward achieving the milestones.</li> </ol>

**Element 5: The partnership is conducting monitoring, evaluation, and adaptive management to assess progress toward landscape sustainability and to adapt the partnership’s approach.**

<b>Questions</b>	<b>Additional detail and suggested documentation</b>
<b>5.1 Assessment of landscape sustainability: Plans for assessment of landscape sustainability, including roles and responsibilities, frequency, resources, participation and implementation.</b>	
<ol style="list-style-type: none"> <li>1. What are the partnership’s plans to assess performance against the identified goals and outcomes or targets related to landscape sustainability on an ongoing or repeat basis? What is the past and planned frequency of assessment?</li> </ol>	<ol style="list-style-type: none"> <li>1. Summary of the partnership's plans for assessing and monitoring landscape sustainability.</li> </ol>
<b>5.2 Evaluation of progress toward landscape sustainability goals, outcomes or targets, and milestones: Process and results of evaluation of progress toward landscape sustainability goals, outcomes or targets, and milestones, including participation and transparency.</b>	

<ol style="list-style-type: none"> <li>1. How have stakeholders participated in monitoring and evaluation?</li> <li>2. How are results of landscape sustainability assessments shared with members of the partnership, with stakeholders, and with the public more broadly?</li> </ol>	<ol style="list-style-type: none"> <li>1. Summary of stakeholder participation. This element may be addressed by the stakeholder participation and review elements of LandScale.</li> <li>2. Summary of mechanisms for sharing assessment results, such as publication and communication of results.</li> </ol>
<p>5.3 Adaptive management: Processes to learn from results of evaluations and other input in order to adapt the goals, outcomes or targets, plans and interventions, milestones, participation, transparency, governance and functioning of the partnership.</p>	
<ol style="list-style-type: none"> <li>1. What adaptations have been made to the goals, outcomes or targets, the action plan and milestones as a result of monitoring and evaluations or other inputs?</li> <li>2. What processes are in place to adapt the governance and functioning of the SLP?</li> <li>3. What further improvements are planned or could be made - in any aspect of the partnership, its interventions and its evaluations?</li> </ol>	<ol style="list-style-type: none"> <li>1. Describe the adaptations that have been made and summarize the learnings that precipitated these adaptations.</li> <li>2. Explain the processes in place.</li> <li>3. Explain plans and options for improvement.</li> </ol>