1000 Landscapes for 1 Billion People

A Radical Collaboration for Resilient Communities and Restored Nature

Concept Paper for Discussion

Contents

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A Radical Collaboration for Resilient Communities and Restored Nature

Summary

Landscape partnerships struggle to organize investable projects and sustain processes that regenerate their ecosystems and economies. We provide a digital data management platform and integrated tools, along with seed funding and financial innovation, that helps them plan, fund, implement and demonstrate the impact of transformative landscape investment portfolios.

Current disconnected efforts to support sustainable landscapes fall far short of the effectiveness and scale needed to achieve important global targets such as the UN Sustainable Development Goals, Aichi Biodiversity Targets and the Paris Climate Accord. To shift from degradation to regeneration requires a new approach to supporting integrated management of landscapes.

Many have recognized the need for this shift. Hundreds of integrated landscape management partnerships of farmer organizations, NGOs, local governments and businesses are forging new holistic strategies to meet resource and development challenges. Yet they have difficulty accessing financial, market and policy support for their own visions of sustainable development.

We are working in radical collaboration with dozens of organizations to catalyze system changes that enable landscape-scale partnerships to much more quickly and effectively achieve their regenerative landscape and livelihood ambitions. We aim to accelerate action and impact across thousands of landscapes, benefiting 1 billion people by 2030, by providing the tools, support, and connections they need. This will be possible thanks to a unique combination of innovations in governance, partnership, technology and finance, and an alliance of hundreds of organizations. We invite you to learn about our vision and join us in shaping this urgently-needed initiative.

Vision: Indonesia

Fifteen villages around a degraded forest reserve in the lowlands of North Sumatra began to organize themselves into a landscape management group five years ago. They heard about the 1000 Landscapes for 1 Billion People initiative (1KL) when one of the village heads attended a regional planning workshop hosted by the national planning agency, a partner in 1KL.

Relieved to see that others were working to support the challenging shift to more holistic strategies, the group registered their partnership on the 1KL platform, prompting a series of helpful interactions with the Indonesian 1KL support team (staffed by Indonesian partner orgs in 1KL). The villager members of the landscape management group gained training in use of simple tools to support planning and information-gathering as well as modest grant funding from the 1KL Landscape Readiness Fund. With this they were able to support planning meetings, attendance in regional workshops, and travel to meet with district-level officials.

The local office of a palm oil trading company was included in these workshops and saw how offering a small premium for commodities grown by the villagers could contribute to resilience in their sourcing area. The trading company passed on the higher costs to a global company that buys the products,and uses LandScale, through the 1KL platform, to track impact of its sourcing policies.

The district planning office noticed that farmer incomes were rising, and that forest fires and deforestation had started to go down following organization of fire response teams by the villages. They helped the whole district of over 80 villages create local landscape management groups and action plans empowered by 1KL tools. They presented this story at an Indonesian oil palm sustainability event, and five other districts, seeing a viable alternative to the sectoral planning approaches they had been using, invested in formalizing local landscape planning groups, including signing up to 1KL. Growth prospects stimulated national investors to set up a new investment fund based on 1KL models.

By 2030 forest restoration in North Sumatra outpaced deforestation, while regenerative enterprises lifted more than a million people from poverty.

The Challenge
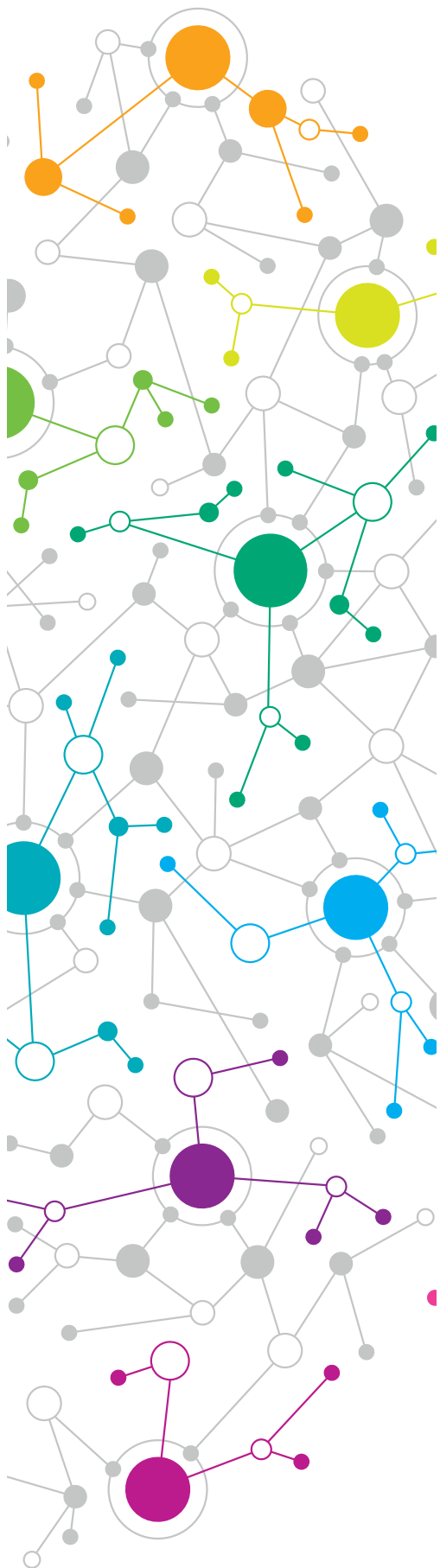
Farm, forest and fisher communities struggle to improve their livelihoods

Hundreds of millions of smallholder farmers, who inhabit most of the world's biodiversity hotspots and water towers and are the main stewards of these resources, struggle to achieve decent and dignified lives. Many smallholders producing export commodities such as coffee, cocoa and cotton live well below the poverty line. Smallholders who produce mainly for local or national markets, or are in semi-subsistence economies, are generally even worse off. Facing adverse economic conditions, natural resource degradation, climate change, and insecure land ownership, smallholders frequently are forced to take a short-term view and use low-productivity practices, with inadequate investment in the resource conservation or restoration needed to sustain yields and income. Meanwhile, their health, nutrition and livelihoods—which depend on clean water and energy, biodiversity and income sources from the wider landscape—are at risk.

Agribusiness is struggling to meet challenges for sustainable sourcing

Commercial agribusiness companies also face strong incentives to secure short-term profits, and their business models often do not incorporate natural capital or long-term sustainability. Even where companies have expanded environmental and social certification, these have not been enough to reverse wider landscape-scale degradation beyond their immediate suppliers or respond to social and climate challenges.

We are degrading our home

The pressures on ecosystems are intense from all sides: expanding agriculture, economic development, climate change, invasive species and pollution. Two-thirds of the world's largest aquifers are already significantly overdrawn and freshwater demand is on trend to increase by half by 2050. The recent report from the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) found that one million species are threatened with extinction, and abundance of land-based native species has declined globally by at least 20 percent. The IPCC notes that human-induced climate change is poised to rapidly exacerbate water shortages, biodiversity loss, erosion, and land degradation. These changes further erode agricultural productivity and natural capital, as well as the quality of life of smallholders and their communities, accelerating a downward spiral.

Yet the solutions are in plain sight

If landscapes are to continue to provide food, fiber, clean water and air, biodiversity, and cultural values, and to sustain robust employment and dignified livelihoods, we must see collective action at the landscape level on a scale never seen before. Different land uses within a landscape mosaic are deeply inter-dependent—ecologically, socially and economically. Many ecosystem services are valuable both locally and globally. Conservation of wildlife habitat depends on management of private or communal lands that governments can influence but not control. Farmers, businesses, governments, NGOs, indigenous peoples, and city-regions need to step out of their 'silos' and partner to meet the challenge.

In the past few decades, technical, institutional, market and policy solutions have been developed and tested to align efforts of stakeholders to sustain and regenerate resources and improve livelihoods at the landscape scale. This approach is called **integrated landscape management (ILM)**.

The core innovation of ILM is voluntary negotiation and coordination of resource management at the landscape scale to generate the full range of products and services required by people and nature. Such cooperation can reduce risks facing individual farms, companies and towns; reduce costs; attract co-funding for investments; strengthen public support for government actions; and help resolve conflicts over resource use and access.

ILM initiatives draw from the rich experience and emerging science of regenerative farming systems, agroecosystem management, and 'green' markets. ILM initiatives also build on multi-stakeholder efforts like participatory watershed management, indigenous land management, biological corridors, Landcare, REDD+, agroecology networks, forest landscape restoration and territorial development. ILM is foundational to strategies of inclusive, green growth.

The good news is that these efforts are spreading. Between 2013 and 2016, we surveyed 428 examples of locally-driven, long-term ILM in Latin America, Africa, Asia and Europe. These inspiring partnerships exceeded a high bar: they all involved stakeholders from different scales and sectors, had been operational for several years, and were working toward multiple objectives for agriculture, environment and human well-being. Their geographic areas ranged from tens

What is Integrated Landscape Management (ILM)

There are many different models of ILM, but they all share five key elements:

1. Collaborative, community-engaged processes for dialogue, planning, negotiating and monitoring.

2. Shared management objectives that encompass multiple benefits from the landscape.

3. Field, farm and forest practices contributing to multiple objectives, including human well-being, food and fiber production, climate change mitigation and adaptation, and conservation of biodiversity and ecosystem services.

4. Ecological, social, and economic interactions among different parts of the landscape managed to realize positive synergies and to mitigate negative trade-offs.

5. Markets and public policies shaped to achieve the landscape objectives.
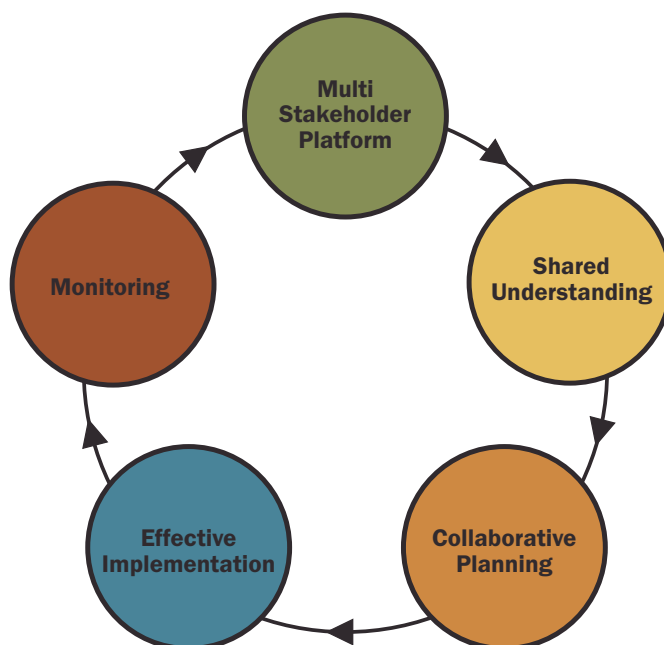
Locations of the 428 landscape initiatives identified and surveyed between 2013 and 2017 by the Landscapes for People, Food and Nature Initiative's four Continental Review studies.

Estrada-Carmona, et al. 2014; Milder, et al. 2014; Garcia-Martin, et al. 2016; Zanzanaini, et al. 2017
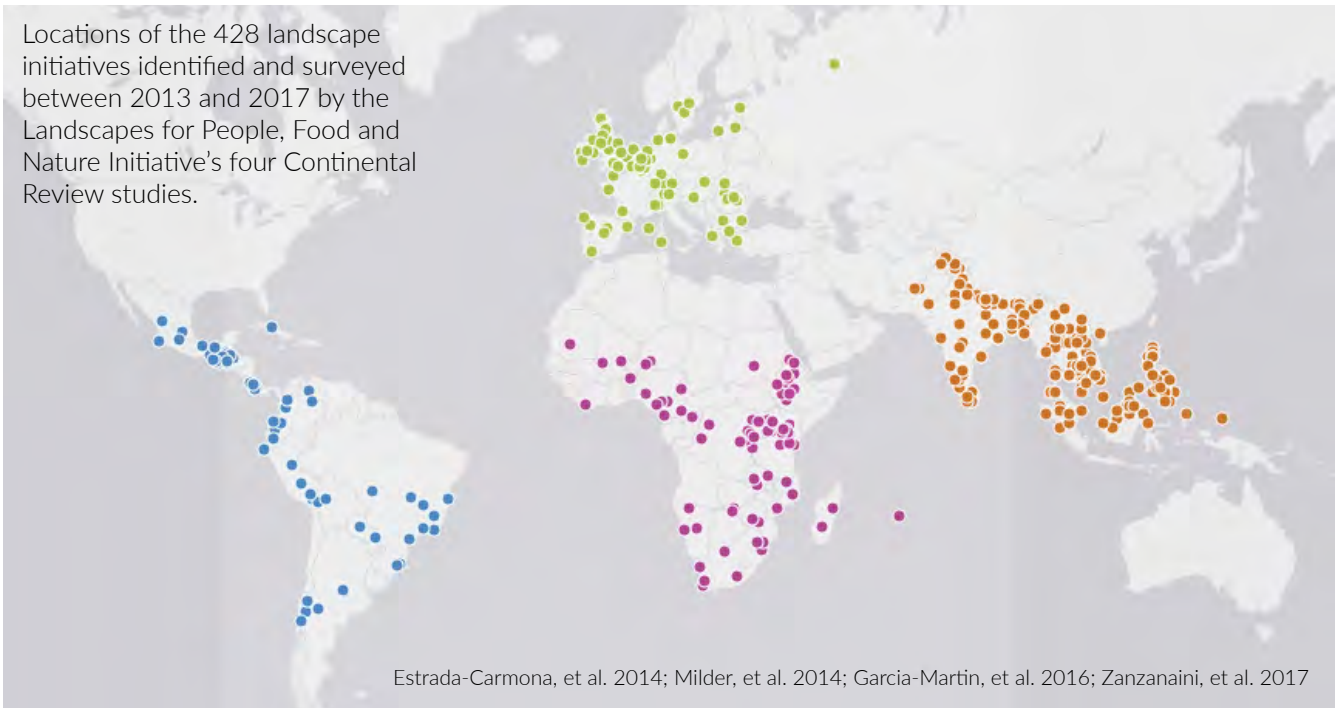
Prototypical success in Cagayan de Oro

An integrated landscape management partnership in the Cagayan de Oro region of northern Mindanao, Philippines, recently utilized several of the tools and processes set to be incorporated into the 1KL platform to design regenerative enterprise projects to implement their landscape action plan. Using EcoAg and IUCN-NL's trial version of the Landscape Investment and Finance Toolkit (LIFT), the partnership identified and connected with Kennemer International, a growing social impact-focused chocolate company, as a partner for an ambitious cocoa agroforestry revitalization project central to protecting forest resources in the watershed.

The commitment is the first major investment in cocoa agroforestry in northern Mindanao, and a signal to other investors, including oft-reluctant local and national banks, that the landscape partnership is able to produce innovative and profitable regenerative business models.

to tens of thousands of square kilometers, with populations from several thousand people to several million. More than 90 percent of the initiatives included farmer organizations as key partners. There are hundreds if not thousands more community-led collaborations not yet documented, striving to achieve landscape-scale environmental, social and economic impacts, unrecognized and largely unsupported.

More good news is the relatively little "new" money needed to achieve landscape regeneration, beyond the financial resources already being invested in activities that currently drive degradation. Most needed are ways to catalyze more effective collaborations and amplify the ability of communities and businesses to divert capital from degrading activities to strongly regenerative enterprises, at scale.

EcoAgriculture Partners has spent 15 years providing support to farming communities and landscape partnerships embarking on ILM, and studying the process all over the world. Effective ILM methods have been tested and adapted for collaborative landscape assessment, stakeholder platform development, visioning, negotiation and action planning, coordinated implementation, and monitoring. This work has uncovered means to scale, accelerate and reduce costs.

We now know how to address the complexity of integrated landscape management with practical, adaptable tools, funding mechanisms and partnerships, building on community leadership and embracing collaboration with government, civil society and the private sector.

Our extensive research since 2012 with partners from the Landscapes for People, Food and Nature initiative (the LPFN Global Review) has produced 28 studies exploring what is known, and not known, about different aspects of implementing integrated landscape management. Our rich experience over two decades interacting with landscape leaders across the world, through technical assistance, training and monitoring, has further deepened our understanding of the challenges they face. We have found that most ILM efforts run into three barriers that reduce their likelihood of success, described below.

Barrier 1: Expertise to facilitate landscape-scale partnerships is scarce, costly and difficult to access

Collaboration at landscape scale is difficult and complex, and resources to support those processes are currently disconnected, hard to access and costly. Tools and training opportunities that would be highly relevant to communities embarking on ILM are often not available, especially in local languages. The prevailing project-by-project approach is often ineffective, with fixed periods of funding rarely lasting more than five years. This type of landscape 'support' also tends to be top-down, as national governments, international NGOs or other big players who have the access to complex international funding sources take charge of landscape planning, rather than building the support structures and incentives needed to empower local self-determination. Project development capacity is seen as the special province of the consultant or international NGO, rather than something to be embedded in local leadership. As a result, many landscape-scale efforts have failed to achieve deep and lasting impact.

Major global organizations, including members of this partnership, following decades of effort, have only been able to support a few dozen landscape initiatives each. And costs per landscape often reach tens of millions of dollars of unrecoverable grant funding. Programs are fragmented by sector and often competitive, making it difficult for landscape partnerships to pursue integrated strategies.

Barrier 2: Local stakeholders' vision and priorities are undermined by top-down development strategies

In many countries, decentralization is not well advanced and local governments do not control their own budgets.

Barriers to Scaling Integrated Landscape Management

Our goal is to remove these barriers and accelerate action and impact across one thousand landscapes directly benefiting one billion people who live in them by 2030.
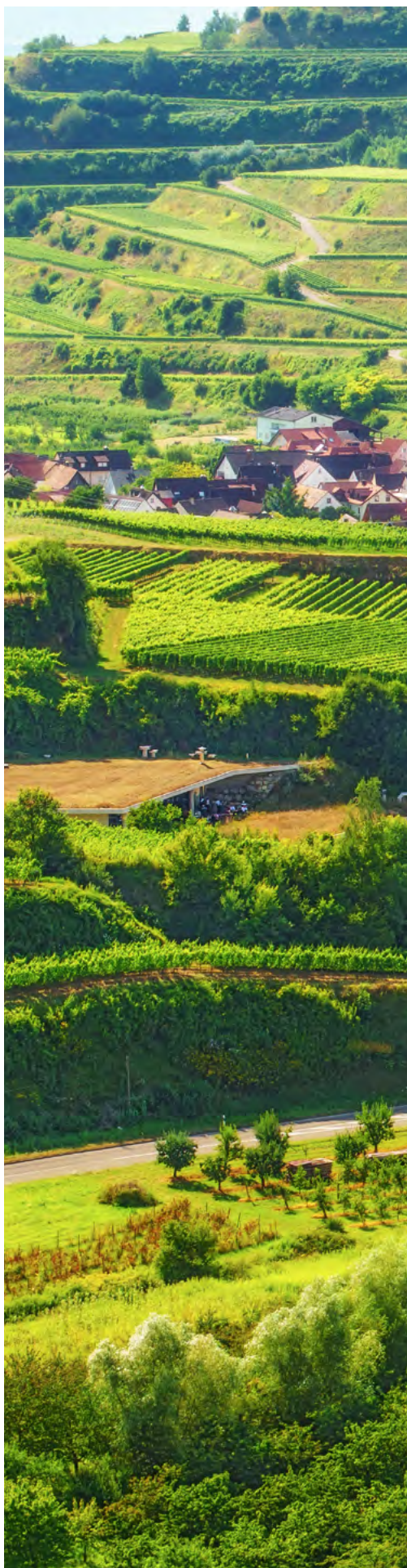
International company investments are negotiated with national governments, not local governments and other stakeholders, with poor processes for local involvement and even poorer capacity for action by local stakeholders. Multilateral donor investments are also organized with national governments, often even for receipt of payments for ecosystem services delivered by local farmers and resource managers. With so many stakeholders in the landscape, even national and state governments that are committed to respect local priorities find it difficult and expensive to consult systematically on implementation for national programs. Ministerial planning is done sector by sector, rather than place-based.

Barrier 3: Landscape partnerships are unable to mobilize investment at scale

The building blocks and capabilities needed to secure and manage necessary finance are poorly developed or simply absent in most ILM partnerships. They generally lack a coherent landscape investment strategy, supportive or enabling local policies, understanding of risk mitigation, mechanisms for aggregation of smaller projects, and dedicated management. They often find it difficult to attract and work effectively with business partners.

Few ILM initiatives are therefore able to translate their ambitious action plans for landscape transformation into investable project proposals that can entice private capital or lending and grants from public agencies or philanthropic sources. Symptomatic of this is the regular statements from major fund managers of the amount of money "sitting on the sidelines" waiting for investable projects.

Meanwhile, financiers are not prepared to engage with local ILM partnerships. Most available financing is for single-sector projects or deals and most financiers don't have the tools to evaluate well the risks of ILM investments. Many key landscape investment needs are multi-sector, complicated, long-term, with undocumented track records, and are unfamiliar to financiers. Financing rules are ill-suited for local partners, even when they do everything right to develop commercial projects with attractive returns and manageable risk, or non-commercial projects with high impact. Businesses seeking to participate in landscape partnerships cannot access funding for collaborative projects. Major multilateral and bilateral government sources of financing for landscape regeneration are structured to put most decision-making power at national and international rather than landscape level, have high transaction costs, and often take years to apply for with high chances of rejection.

Vision: <u>Côte d'Ivoire</u>

Following a period of declining cocoa and coffee prices, a large cooperative of over two thousand farmers in the southwest of the country noticed increasing problems with longer dry periods. Three women from the cooperative attended a national training program for female farmers hosted by a national NGO during which they saw a presentation about 1KL.

Convinced that their cooperative needed diverse partners to adapt to climate change, the women got the cooperative management board to launch a multi-stakeholder initiative on the 1KL platform. Using the online and offline tools and training support from 1KL, the cooperative organized a tree planting program involving local schools, churches, and forest protection NGOs. These groups joined the initiative on 1KL too, using the platform to work together to design more robust programs for training for local farmers in composting to increase soil carbon levels to help improve resilience to dry periods.

A global chocolate and confectionary manufacturer, which was also using 1KL to track sustainable sourcing opportunities, joined discussions with the local stakeholder group through the platform. The company covered the cost of setting up a nursery to provide tree seedlings, and also helped secure grant funding for the new landscape management group to hire a young graduate of a national university to help with landscape planning and monitoring. Three years later, the group has grown to include a dozen more organizations, the cooperative doubled its membership, over 300,000 trees have been planted, streams are better protected, and the farmers are applying for Fairtrade certification of their cocoa and coffee. Complementary enterprises in renewable energy, sanitation, and green construction have emerged from the landscape planning process and found competent and energetic leaders within the landscape management team. National agencies are beginning to join 1KL, committing resources that will be matched by international agencies, to help launch similar landscape management groups through work with dozens of other cooperatives.

By 2030, southwest Cote D'Ivoire's agriculture is deforestation-free, while new webs of resilient social enterprises have given a million Ivorian smallholder farmers dignified livelihoods in harmony with their forest heritage.

Radical Collaboration

—

A core design team of EcoAgriculture Partners, Rainforest Alliance, TechMatters, Landscape Finance Lab, Commonland and UNDP, welcoming many others.

Radical collaboration requires that organizations embrace a new paradigm of partnership: one in which, rather than protecting their intellectual property, they share it publicly to accelerate evidence-based critique, adaptation and adoption, all with the goal of massively scaleing impact.

Our core group, EcoAgriculture Partners, Rainforest Alliance, TechMatters, Commonland, Landscape Finance Lab, and UNDP, has agreed to the Core Values (pg. 19) underpinning this collaboration. We have invited other leading ILM practitioner organizations to join our collaboration as well, to ensure that the tried and tested best practices of these implementers informs the design: first of shared principles for action and then of shared infrastructure and tools to accelerate adoption of key innovations.

Central to this design process are the local landscape leaders who make up the primary "doers" of landscape management. Our process will begin by partnering with the leaders of 10 innovative landscape initiatives to develop and refine the digital platform and tools, then grow to 50 landscapes to test replication and scaling, then expand to 300 to test massive scaling strategies, reaching 1000 landscapes by 2030.

The initiative will be facilitated by a lean 'Hub' to develop partnerships, track progress, refine solutions and raise money. The hub will initially be catalyzed by the core design team, and overseen by a Steering Committee comprised of representatives of our local landscape initiatives, core NGO partners and funders.

A large and growing number of organizations (see logos on back page) are partnering in our co-design process and will contribute in a wide variety of ways. We will work with landscape developers, technologists, technical experts, UN Agencies, financiers, agribusinesses, research centers, indigenous peoples groups, conservation and development organizations, and many others to design our interventions across the landscape management system with users at the center.

Several major foundations and international organizations are providing catalytic support. Discussions are ongoing with many other potential partners.
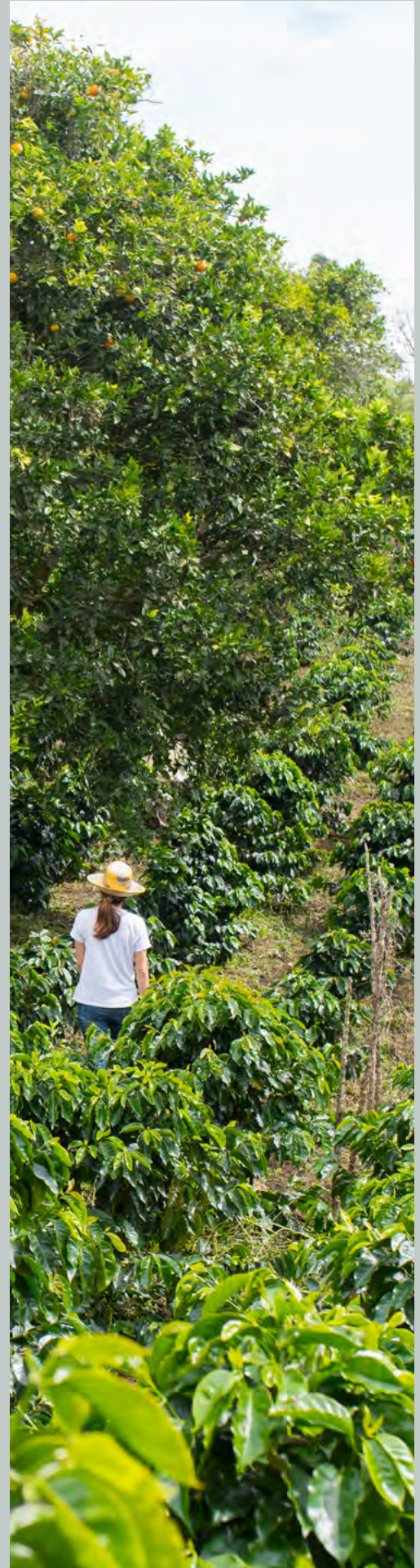
Vision: Colombia

After decades of civil conflict, peace agreements finally brought calm to a remote forested region in the northeast of the country. Former rebel combatants returned to their homes and immediately started clearing forest to expand small-scale cattle ranching. Similar dynamics spread across the country and national government agencies came under fire for sharply rising deforestation. Meanwhile, on a visit to Brussels, a top advisor to the Minister of Agriculture was impressed to see a demonstration of landscape investment-readiness tools developed by the 1KL partnership, which help local entrepreneurs, governments and communities work together to prepare proposals for long-term loans and grants for sustainable farming and landscape management.

The Minister of Agriculture announced a national incentive grant program to Departments to support local landscape action planning using 1KL, encouraging the formalization of landscape-level ILM groups. They used 1KL to produce publicly available action plans and landscape investment portfolios that significantly de-risk private investment in these communities, helping increase and shift investment by companies sourcing in Colombia and impact investors looking for climate-beneficial agriculture projects.

Meanwhile 1KL had mobilized an investment capital fund structured to reflect the cash flows and time frames of resource-regenerating enterprises. The fund is complemented by supportive grants from a range of foundations who have linked their program-related investments to the fund. The fund takes on synergistic investments in regional food hubs, local processing and distribution cooperatives, commercial nurseries, waste biomass energy enterprises, and more.

Municipalities, NGOs and Indigenous groups leading local multi-stakeholder landscape management groups enroll their partnerships on 1KL to be eligible for Department grants, and use the tools to improve the spatial planning, inclusiveness, and bankability of their action plans.

By 2030, these landscape management groups have regenerated northeast Colombia's rural economy, and catalyzed efforts elsewhere in the country, evoking comparisons to Costa Rica's nature-based economic transformation.

1000 Landscapes for 1 Billion People

initial system design

LANDSCAPE INITIATIVES JOIN 1KL PLATFORM AND BECOME ELIGIBLE FOR SUPPORT GRANTS

+

INVESTMENT READINESS FUND

DEDICATED TO LONG-TERM PARTNERSHIP WITH EACH INITIATIVE

DIGITAL LANDSCAPE ACTION PLATFORM

VISIONING MODELING GOVERNANCE ENTERPRISE DESIGN & IMPACT ASSESSMENT TOOLS

+

SUPPORT SERVICES & KNOWLEDGE NETWORKS

REGENERATIVE LANDSCAPE INVESTMENT PORTFOLIOS

CONNECTING COMPANIES SEEKING TO TRANSFORM SUPPLY CHAINS WITH LANDSCAPE INITIATIVES LOOKING FOR PARTNERS

+

FINANCE INNOVATION BRIDGING NEEDS OF INVESTORS AND COMMUNITIES

| REVENUE BASED FINANCING | ECOSYSTEM INSURANCE POOLS | WHOLE LANDSCAPE FUNDS | |

$ LANDSCAPE REGENERATION FUNDED AT SCALE

DELIVERING THE

SUSTAINABLE DEVELOPMENT GOALS

POWERED BY THE BEST IN REGENERATIVE ORGANIZATIONAL DESIGN AND COMMUNICATIONS TECHNOLOGY TO BE LEAN AND SCALABLE

1000 Landscapes for 1 Billion People aims to shift the system to position integrated landscape partnerships at the center of development and environment strategy. National governments, companies and development/environment organizations can then provide support and investment in ways that advance local landscape stakeholder priorities and action plans. The initiative will serve as an accelerator for those other programs to be highly impactful in this new configuration.

Putting locally-led, long-term partnerships at the center

The evidence is clear and compelling: while rapid change across a landscape is possible, long-term partnership between local stakeholders, reaching across decades, is needed to sustain, deepen and secure change. Building and refining new landscape governance mechanisms, restoring habitats, improving livelihoods, and implementing new kinds of incentives and investments takes years, followed by the need to learn, adjust and share.

A project approach is insufficient to support this long-term need. The 1KL partnership will take a new approach, backstopping local landscape efforts over many years, through tools and processes that strengthen local control, democratic processes and bring community voices into landscape decision-making. Local priorities and vision will be central, but also informed by dialogue and data about their contribution to critical national and global challenges and opportunities.

Connecting national programs to the ground

Many national programs are working energetically to meet the Sustainable Development Goals (SDGs), the Aichi Biodiversity Targets, the Bonn Challenge for forest and landscape restoration, and the Paris Agreement for climate action. Numerous countries have pledged action on sustainable development, climate, environmental protection, human well-being and improved nutrition under commitments like the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods, the TerrAfrica program, the International Partnership for the Satoyama Initiative (IPSI), the Marshall Plan with Africa, 20X20, AFR100, 4 pour 1000, the Under 2 Coalition, the 30X30 Food, Forest and Land Challenge and the Governors' Climate and Forest Task Force. Current UN decades on Action for Nutrition, Family Farming and Ecosystem Restoration make global action all the more pertinent.

Shifting the System

But meeting all of these commitments through siloed, top-down programming is not cost-effective nor even feasible. When landscape partnerships have strong, long-term multi-stakeholder visions, strategies and action plans, national programs and interventions can be more easily organized, better-targeted, and supportive of that vision. This initiative will make it easier for those programs to become grounded in local landscapes, ensuring that they fit with local priorities, while generating synergies among them, mobilizing resources and expanding partnerships. 1KL will work with governments to support and strengthen these connections.

Engaging supply chains to accelerate scaling

Businesses sourcing products are major stakeholders within landscapes. Market-driven efforts for sustainability have increased productivity and farmer livelihoods, restored farms and landscapes, improved soil health, and provided social benefits. But companies increasingly face challenges in sourcing regions around water, deforestation, climate, biodiversity, and fair labor arrangements that cannot be solved by the companies or their farmer suppliers alone. Some leading companies have therefore begun to participate actively in landscape partnerships. Several recent initiatives, including Business for Sustainable Landscapes organized by EcoAg and the Landscapes for People, Food and Nature Initiative, generated guidance on ways to improve the effectiveness of company participation in landscape partnerships. RA has gained deep experience through its global certification programs which engage millions of farmers and thousands of companies.

1KL will include national and international company partners that are committed to the partnership vision, willing to invest and learn with us and then scale successful approaches through the unequaled reach of markets to the millions of farmers in commodity supply chains. Company members of the 1KL network will likely offer:

- Larger premiums and improved terms of payment and financing, recognizing the increased sustainability of the products produced within 1KL-member landscapes.

- Incentives recognizing the carbon sequestration and other ecosystem service benefits of verified activities tracked through the platform.

- Targeted corporate grant funding and other grant or concessionary capital.

We will work in three specific ways to affect systems change enabling effective landscape partnerships: 1) deploying a digital landscape action platform as shared infrastructure to greatly improve efficiency of managing locally-driven landscape partnerships and tracking action and investment; 2) enabling landscape partnerships to build and finance robust regenerative landscape investment portfolios; and 3) catalyzing innovative financial mechanisms tailored for landscape investment.

3 Innovations for Systems Change

Support collective action and investment through a digital Landscape Action Platform designed with communities

Knowledge and partnership management

The Digital Landscape Action Platform will simplify collaboration. The Platform will provide a comprehensive, open-source, spatially-explicit, easy-to-use knowledge system and data commons. It will recognize connectivity challenges in many regions and be available on the broadest possible range of devices and operating systems. The Platform will rapidly expand the capacity of local stakeholders to own and manage ILM. The Platform will also help stakeholders in the landscape access global and national information, training resources and experience across the 1KL network and beyond, and to share information about the landscape easily with potential collaborators, funders and investors.

The Platform will reduce barriers to convening landscape partnerships, keeping people informed and engaged. Using best practices from social networks, communications apps, game theory, regenerative systems and more, it will entice people to collaborate on proposals, connect in working groups, share comments and suggestions, find information about the landscape, and take decisions together at low cost. This type of software-powered collaboration among independent organizations has been proven in other sectors, for example the use of NetHope to coordinate disaster and crisis response.

User-friendly tools

The Platform will include (and link together) easy-to-use tools that support collaborative landscape planning and decision-making, finance-readiness, networking, shared learning and training, including the following:

- Visioning Tool for building a common understanding of the landscape and a shared vision for the future.
- Scenario Modeling Tool to compare alternative scenarios
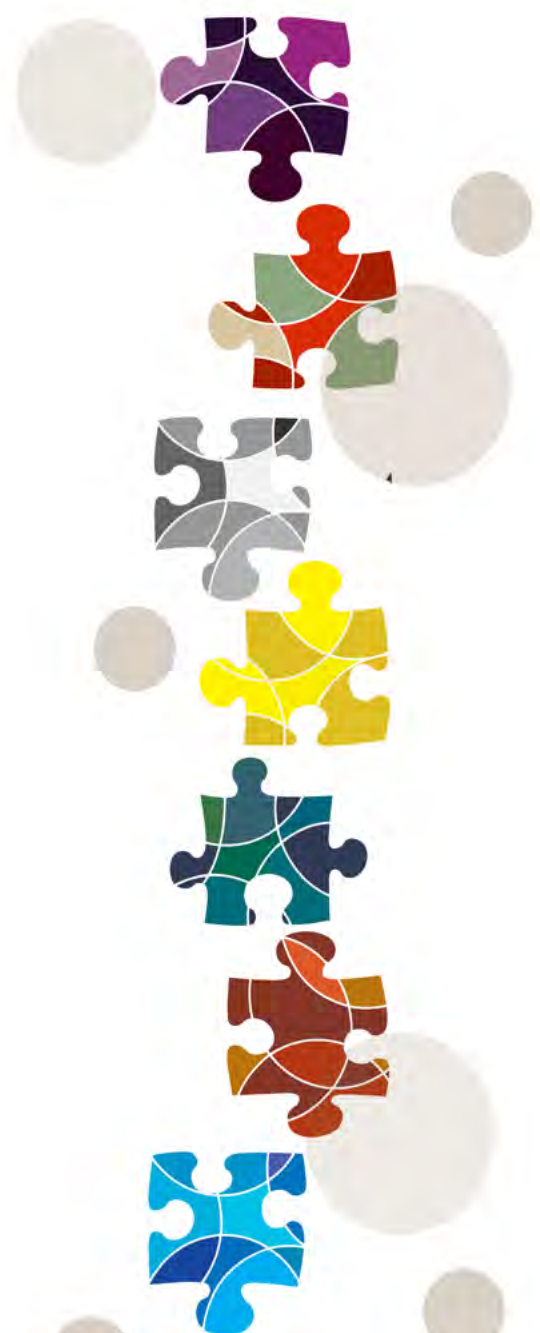
based on proposed interventions for achieving their vision, to refine their action strategy.

- Governance Self-Assessment Tool to assess and modify governance structures to improve participation, inclusiveness, and productivity of the multi-stakeholder partnership.

- Landscape Investment and Finance Toolkit (LIFT) to develop robust business models, clarify financing needs, identify suitable sources of finance, and produce clear proposals for investors and funders.

- Investment Portfolio Tool to track the evolving portfolio of potential landscape programs seeking financing and their profiles can be made public to attract interested financiers.

- Performance and Impact Tracking Tool to allow stakeholders to track spatially progress towards the landscape vision and report impacts to partners, in close collaboration with the LandScale initiative already underway and co-led by a highly-aligned partner group.

Significant time and cost savings will be realized by putting these tools on a single platform, eliminating wasted data collection and entry and encouraging rapid iterative improvements. For example, the same maps from scenario modeling can be used to illustrate the action plan, and track and report impacts. The platform will help translate the work of ILM into a flow of investable projects presentable directly to private, public and philanthropic capital looking to invest in green and socially beneficial efforts.

Finally, open-source and decentralized software development models will allow development of plug-ins, add-ons and additional features and tools by members of the community of partners, encouraging tailoring to context and an increasing shared ownership.

2 Building and financing regenerative landscape investment portfolios

A key objective of 1KL is to reduce the cost and time needed for landscape partnerships to generate investable restoration and sustainable development projects and get them funded.

Support to develop investment portfolios

We have consulted widely with impact investors, bankers and others who say they are ready to invest in landscape-regenerating businesses and farmer cooperatives if there is assured cash flow, reliable environmental and social impacts, low transaction costs and risk mitigation. Public agencies and

philanthropic donors say they would support more landscape investments if the complexity of multi-sector, multi-actor projects could be simplified.

Projects that emerge from the ILM process often do have highly competitive risk-adjusted returns, especially considering an uncertain climate future. Yet technical assistance is still primarily focused on single-sector projects with long track records, exactly the approach that drives degradation.

We will deliver technical assistance to landscape partnerships to enable them to prepare a set of integrated landscape-regenerating projects with investable business models much more rapidly. The Landscape Investment and Finance Toolkit (LIFT), a central feature, will support the transformational step of converting a landscape-scale regenerative action plan into investable projects, and identifying appropriate financing. By consolidating and digitizing relevant expertise, LIFT can support rapid formalization of social enterprise business models, financial projections and tailored pitch materials.

We will connect the financial sector directly with landscape initiatives by making vetted funding opportunities visible and searchable through the 1KL digital platform, growing this database through partnerships such as with the Convergence Finance blended finance platform. Additionally, pairing data on available sources of finance and actual deal flows with the data on project development emerging from each landscape, which previously had been scattered and overlooked, will allow deep analysis of gaps, improved design of mechanisms, more rapid refinement of training for entrepreneurs and landscape partnership leaders, more targeted support, and less lag time between regenerative business-model innovation and replication or scaling.

Catalyzing innovative financial mechanisms

3

1KL will also partner with financial innovators to develop new mechanisms that meet the demands of investors, reducing their costs and risks, while matching ILM partnership needs. We will:

- Produce a documented track record of the most common landscape investments.

- Develop business model blueprints of common types of agricultural landscape interventions that can be used to guide private and blended investment at scale.

- Catalyze and co-create new private investment mechanisms, such as whole-landscape portfolio funds,

private landscape development businesses, and asset-backed securities for impact investors.

- Catalyze new blended finance vehicle structures with integrated landscape investment criteria, such as ecosystem service-related insurance pools, landscape banks, and aggregator funds for smallholder landscape investments.

- Develop state, national or regional grant facilities to co-fund development and operation of landscape partnerships.

- Promote local financial institutions with expertise in landscape investment, such as landscape banks.

- Tailor financial mechanisms such as payments for ecosystem services and commodity premiums using blockchain and other innovative financial technologies.

<u>Establish an investment readiness fund</u>

One critical need is for technical assistance to design and incubate landscape investment portfolios. 1KL will establish a revolving investment readiness fund that supports development by 1KL partner landscapes of a pipeline of investable opportunities supporting local landscape action plans. No-interest loans or conditional grants would co-fund portfolio planning, business and finance planning, proposal development, and marketing to funders, including support from network partners. Investors would repay a portion of the development funds to the investment readiness fund. We will work with multilateral and national financial institutions and foundations to develop the fund and replicate the model widely.

To be successful, 1KL must be credible and legitimate at both local and global scales. Local credibility is key for ensuring sufficient trust from communities, local government and others to join the network and partnership and invest their time and energy. Global credibility is vital for mobilizing resources, attracting private sector partners, engaging with other NGOs and networks, and promoting further uptake and scaling. To achieve this, we envision the following governance and partnership approach.

Partnership Structure

The partnership will include three components: a Steering Committee, a Hub responsible for implementation, and a group of partner organizations and governments. We will seek partners who endorse our shared vision and core values (see right).

Steering Committee

The partnership will be overseen and directed by a steering Committee of up to 18 members with roughly a third being global organizations and two thirds local landscape representatives, with gender and regional balance. The Steering Committee will set policies, approve workplans, approve major grants and fundraise with the support of the hub. Steering Committee membership will rotate periodically. Major donors may be included on the Steering Committee but may not dominate or drive decision-making.

The Hub

The operations of the Partnership will be led and coordinated by a relatively low-cost, distributed Hub reporting to the Steering Committee. The Hub will:

- Develop the detailed strategy, workplan and associated budget, and monitor implementation, with guidance from the Steering Committee and structured inputs from the partners.

- Create and maintain the network and platform infrastructure to enable the transfer, iteration, and improvement of innovations between landscapes and others.

- Onboard landscapes initiatives to the digital platform and provide backstopping in its use.

- Recruit leading individuals and organizations into the Network to connect to critical communities and movements.

- During the design and proof of concept phases of 1KL, the Hub will develop direct relationships with landscape partners, to analyze with them their barriers and opportunities, help organize innovations to address

Walking our Talk on Governance

Core Values

Holistic

We are committed to a holistic, integrated systems vision of regenerative landscapes that fully meets the needs of people for sustainably produced food, feed, fiber, fish, medicines, and energy; sustainable human settlements; healthy ecosystems and thriving wildlife; carbon sequestration; and cultural and ecological resilience. We recognize the interconnections and inter-dependencies between all creatures, institutions, sectors and systems and find ways to increase synergies and reduce conflicts among them.

Catalytic

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

Inclusive

We celebrate diversity and seek out multiple viewpoints, knowledge systems and approaches to sustainable landscapes. We emphasize self-determination and are committed to social inclusion and enabling marginalized groups in landscapes to have an influential voice in landscape vision, planning and implementation. We believe in people and their unique music and rhythm

Entrepreneurial

We seek to empower people to shape their own futures by building businesses and livelihoods in harmony with the community of life surrounding them. We seek demand-driven solutions: we share our ideas and tools, we do not impose them. We are passionate about our problem, not our solutions: we are willing to pivot and adapt.

Collaborative

We cultivate democratic and participatory decision-making across all institutions and levels, and within our own organization. We embrace a spirit of voluntary contribution and collective action, and are dedicated to open source development while respecting the need for financial sustainability of actors and institutions. We commit to be a learning organization, regularly reflecting on our work, sharing with others and incorporating lessons learned into program design.

them, and improve the 1KL support system. In later phases, such 'hands-on' roles will be provided mainly by Network Partners.

- Screen funding proposals to the "Investment Readiness Fund" to be submitted to the Steering Committee.
- Monitor 1KL processes, impacts and resulting landscape actions.

Landscape partners

The primary 'cooperators' (users) of 1KL are multi-stakeholder landscape partnerships, from all over the world. These take many organizational forms and may be facilitated by NGOs, government agencies, regional authorities, indigenous organizations, community organizations, or businesses. Members of these partnerships will join by reviewing and opting-in to a written user agreement that then grants them access to the digital landscape platform, tools, network, technical assistance and resource opportunities. Landscape partners will set their own priorities for collaboration and co-fund activities. A number of landscape initiatives within the network of partner institutions have already expressed interest in partnering with 1KL to co-design and test innovations and participate centrally in radical collaboration.

Technical partners

Technical partners support development of particular elements of the 1KL system. A number of organizations have expressed commitment to our radical collaboration through contributions of effort on the following:

- Software technology advising and digital platform development
- Finance tool development
- Mobilizing innovative finance
- Multi-stakeholder platform strengthening
- Landscape partnership support
- Landscape scenario development.
- Scaling knowledge systems and training.

Network partners

1KL will provide an institutional and expert ecosystem to support landscape partnerships. We will mobilize a network of expertise from agriculture and resource management experts, agribusinesses, government agencies, NGOs, impact investors, financial institutions, business incubators and training institutions. Network partners will serve as regional and national ambassadors of the Initiative and support implementation by serving as advisors and links to landscape and technical partners.

Cost-effective Operations

The partnership is committed to efficient use of funds and maximizing the proportion of funds that reach and are spent supporting landscapes directly.

Technology-powered for lean impact

We will use technology to drive cost-effectiveness. Several features will help achieve this efficiency:

- Lean and agile Landscape Action Platform and tool software development processes that affordably scale to reach partners in hundreds of landscapes.

- Software and systems that simplify and encourage direct communication between network partners, by building tools that integrate nicely with the most common systems of organizations across a growing partnership.

- Open-source and decentralized technology development and service to allow development of plug-in and add-on features by members of the community, encouraging tailoring to context and an increasing sense of shared ownership.

- System design and data/information management that enable partners to track progress and undertake long-term adaptive management at relatively low cost.

- A "virtual and distributed" Hub that manages the partnership through a distributed team, lowering overall travel costs (and carbon footprint) and operating expenses.

- Reduced fundraising transaction costs with a one-proposal approach to 1KL donors and a minimum grant size. This depends upon donor requirements and flexibility will be needed.

Data management

Our Landscape Action Platform will locate data ownership and control within the landscape and will be designed for long-term data persistence and easy accessibility and use by all stakeholders locally and (as permitted) globally.

Metrics-driven and learning-oriented

Clear metrics will be developed and reported on publicly annually, recognizing the long-term, locally-driven nature of the work in each landscape. We will partner closely with the LandScale Initiative in developing and testing metrics to measure environmental, social and economic progress consistently across different landscapes. We will work with university partners to make lessons from our work available widely.

The Roadmap
—

Getting to 1000 landscapes and 1 billion people by 2030

Design and launch (2020-21)

Estimated budget: €7,000,000

- Steering committee established, initial partners and design teams confirmed, and Hub set up.

- Partnerships with 10 operating landscape initiatives (landscape partners) established in select countries with supportive national governments.

- Initial 10 landscape partners helped to refine action plans and develop investment portfolios, using and improving the Landscape Investment and Finance Toolkit (LIFT).

- Digital Landscape Action Platform prototype software designed, using field consultations and design with these landscapes, including refined, digitized, user-friendly tools.

- Seed capital secured for the Investment Readiness Fund.

- Blueprints developed for at least three models of integrated landscape finance, to inform design of new investment vehicles and mechanisms targeting integrated landscape portfolio projects.

- 1KL strategy refined with key donors, landscape partners, businesses and financiers, and new partnerships forged for implementing the proof of concept phase.

Proof of concept (2022-24)

Estimated budget: €35,000,000

- Landscape Readiness Fund, co-managed with a financial partner, set up to provide grant-based technical assistance to partner landscapes to strengthen their organization, refine action plans and strategies, and build their integrated landscape investment portfolios.

- Robust landscape partnerships, refined action plans and investment-readiness achieved in at least 50 landscapes, using the digital landscape action platform, improved through partner feedback, its use and effectiveness monitored.

- Private, public and philanthropic financing mobilized for the 50 landscapes through the LIFT process and 1KL Network Partners.

- At least three new financial mechanisms set up with 1KL Network Partners, to meet the special investment needs of ILM partnerships.

- At least 25 of the partner landscapes develop robust collaboration with supply chain companies supported by meaningful business cases.

- Detailed strategy for implementation at scale developed with partners, including the organizational structure needed to support 300+ landscapes on the platform, institutionalize capacity-building on landscape investment-readiness, and catalyze ongoing financial innovation globally.

- Investment-readiness in at least 300 landscapes, large-scale use of the platform and associated tools, with effective scaled backstopping.

- At least $10 billion in private capital shifted from degrading activity to synergistic, regenerative investments in these landscapes.

- At least 10 new financial mechanisms/funds set up to facilitate and develop replicable models of those capital shifts.

- At least 100 local and international companies are engaged meaningfully as 1KL partners mobilizing substantial resources through supply chain relationships.

- Capacity-building for landscape-scale collaboration for regeneration institutionalized through expert networks, and training programs of partner organizations, including farmer- and community groups.

- Strategy for further global scaling developed with partners.

- Well-supported and robust processes for locally-driven collaborative regenerative development underway in 1000+ landscapes.

- Hundreds of major global companies efficiently engaged as 1KL partners through supply chain relationships.

- Wide-scale enabling policy and institutional reform by supportive governments recognizing the benefits of the 1KL vision.

- Innovative finance mechanisms expanded or replicated globally, enabling massive funding flows into and between regenerative enterprises.

Implementation at scale
(2025-27)

Budget to be determined

Global scaling
(2028-2030)

Budget to be determined

Radical Collaborators

ecoagriculture partners

RAINFOREST ALLIANCE

TECH MATTERS
POWERING SYSTEMS CHANGE

UNDP
Empowered lives.
Resilient nations.

LANDSCAPE FINANCE LAB

COMMONLAND
4 RETURNS FROM LANDSCAPE RESTORATION

LANDSCALE

PBL Netherlands Environmental Assessment Agency

AFRICAN CENTRE FOR A GREEN ECONOMY

rootcapital
PIONEERING FINANCE FOR RURAL COMMUNITIES

ETH zürich

PLUS
PLANNING OF LANDSCAPE AND URBAN SYSTEMS

Cornell University

African Model Forests Network
AMFN
RESEAU AFRICAIN DE FORETS MODELES

IUCN | National Committee of The Netherlands

CPIC
COALITION FOR PRIVATE INVESTMENT IN CONSERVATION

The MSP Institute
Multi-Stakeholder Processes for Sustainable Development e.V.

CATIE
Solutions for environment and development
Soluciones para el ambiente y desarrollo

TROPENBOS INTERNATIONAL

LOOM capital

SANREM-AFRICA
Sustainable Agriculture and Natural Resource Management Africa

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