



ResAlliance

LandLab standardised manual and programme

Landscape resilience knowledge
alliance for agriculture and forestry
in the Mediterranean basin

Co-funded by



Co-funded by
the European Union



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



Co-funded by



Co-funded by
the European Union



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Coordinated by



EFI

In partnership with



Pau Costa Foundation (PCF)

Date: July 2023

Version: MS5 – V1

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.

Index

4	Glossary/Acronyms
5	1. Introduction: LandLab approach and scope
5	1.1 LandNet-LandLab global overview
6	1.2 Description of the LandLab regions
8	1.3 Stakeholder clustering
9	1.4 LandLab activities
11	2. Implementation guidelines
12	2.1 Creating the LandLabs
12	2.1.1. Phase 1: Defining and understanding socio-ecological landscapes
13	Step 1.1: Initial scoping and goalsetting
13	Step 1.2: Stakeholder identification and mapping
14	Step 1.3: Land activities for evaluation
15	2.1.2. Phase 2: Exploring synergies and solution scalability
15	Step 2.1: Knowledge preparation for exchange
16	Step 2.2: Cross-fertilisation and exchange
17	2.1.3. Phase 3: Demonstrating solutions and pathways to action
17	Step 3.1: Solution showcase
18	Step 3.2: Solution experience
19	Step 3.3: Policy recommendations
20	2.2 Summary of LandLab activities
22	2.3 Timeline
23	3. Functioning Rules
23	3.1 Coordination among LandLabs
24	3.2 Roles and responsibilities
25	3.3 Internal and external reporting
26	3.4 Data management and protection of personal data
26	3.5 Stakeholder engagement
27	3.6 Synergies with other projects
27	3.7 Gender balance
28	3.8 Contingency plan
31	4. References
	Figures
6	Figure 1: Summary list of LN, LL, and Focal point activities.
8	Figure 2: Stakeholder clustering.
12	Figure 3: Resilience, Adaptation Pathways and Transformation Approach (RAPTA) process
22	Figure 4: Timeline for the implementation of the LL activities.
24	Figure 5: Organization of the boards for managing the knowledge interchange among LLs and with LN and Focal points.
	Tables
7	Table 1: LL regions and preliminary needs and challenges.
20	Table 2: Summary for the implementation of the LL activities.

Glossary/Acronyms

CC: Climate Change

EC: European Commission

GDPR: General Data Protection Regulation

LL: LandLab

LN: LandNet

RA: Resilient Ambassador

RAPTA: Resilience, Adaptation Pathways and Transformation Approach

R&I: Research and Innovation

Project partners

EFI: European Forest Institute

Etifor: Etifor S.r.l. Società Benefit

PCF: Pau Costa Foundation

ELGO-DIMITRA: Ellinikos Georgikos Organismos - DIMITRA

EUC: European University – Cyprus LTD

DREAM: Società Cooperativa agricola Forestale D.R.E.A.M. Italia

CIFOR – ICRAF: Center for International Forestry Research

ISA: Instituto Superior de Agronomia

CTFC: Consorci Centre de Ciència i Tecnologia forestal de Catalunya

IRTA – CERCA: Institut de Recerca i Tecnologia agroalimentàries

JL: Jouzour loubnan association

INGREF: Institut National de Recherches en Genie Rural, Eaux et Forets

CIHEAM - MAICH: Mediterranean Agronomic Institute of Chania

FORESTAS: Agenzia Forestale Regionale per lo Sviluppo del Territorio e del Ambiente della Sardegna

EURAF: Federation Europeenne d'Agroforesterie (EURAF) Association

UICN: Union International pour la Conservation de la Nature et de ses ressources

1. Introduction: LandLab approach and scope

This manual establishes the implementation guidelines for the LandLab (LL) activities across the ResAlliance project lifecycle. The goal is to standardise the procedures carried out by the leaders of each LL (the so-called Resilience Ambassadors – RAs) for the preparation of the activities, as well as the collection and uptake of results. The proposed guidelines are grounded on a flexible methodology that allows RAs, and other people responsible for the management of the LL, to adapt these guidelines to their regional context, ensuring coherence among the planned activities.

1.1 LandNet-LandLab global overview

The ResAlliance project seeks to increase the awareness, understanding, skills and engagement of farmers and foresters concerning landscape-level solutions in knowledge and practice, and transfer it to support future uptake and application towards more landscape resilience approaches to confront climate change challenges in the Mediterranean basin. This is made effective across four thematic areas that will help setting specific learning objectives to better address knowledge and/or implementation gaps:

- Governance
- Management practices
- Technology
- Finance

To address this goal, ResAlliance promotes multi-stakeholder interactive initiatives at two levels: **LandNet** and **LandLab** (see Figure 1).

The **LandNet (LN)** will create and animate a pan-Euro-Mediterranean thematic network on landscape resilience, involving an international net of professionals from the agriculture and forestry sectors, including practitioners and representatives from a variety of institutions spanning from land managers to decision making bodies working at different levels. The network will continuously identify, engage, and grow new cooperation and networks to access, improve and increase the knowledge of solutions and good practices.

The implementation of **LandLab (LL)** is the focus of this manual, which appears as a tool for supporting knowledge transfer and activating regional landscape resilience governance in five selected Mediterranean regions (see 1.2 Description of the LandLab regions) that represent important areas for climate change hazard occurrence (the most prominent droughts and wildfires). LLs are context-specific knowledge transfer and engagement programs connecting and engaging farmers and foresters with the thematic areas and the range of key stakeholders involved for their effective uptake. LLs will be regionally focused given that regional institutions are the main actors for forest/agriculture regulation enforcement, advisory and subsidy arrangements (key components driving the application of current farming and forestry practices). This is considered a functional way to overcome the fact that certain actors in the target groups (e.g., farmers with livestock) may be less mobile/available to travel for exchanges or have other limitations (e.g., language barriers) that would prevent them from benefiting from the range of knowledge-transfer opportunities supported by the project.

Two-way transfer of best practices and solutions is expected to occur between the two levels: pan-Mediterranean (**LN**) and regional (the 5 **LLs**). The LN network will prepare the context-specific knowledge and engage and train farmers, foresters, and other key stakeholders for knowledge transfer of solutions to the five LL regions in the four previous-mentioned thematic areas. Whereas the coordination among LLs will put in practice the to make effective the transfer of key project knowledge among the LLs and from LLs to the LN.

Dedicated outreach and engagement events will be held in order to bring new farmers and foresters to the LN, such as the LN launch, policy forum, as well as sector-related trade fairs and/or exhibitions that will be attended by all the project partners. Trade fairs and/or exhibitions may also serve to bring stakeholder to the LL, in case they take place in LL regions. Specific actions to bring stakeholders to the LL will be responsibility of the LL Resilience Ambassadors (RAs) (see 3.2 Roles and responsibilities). Finally, it should be remarked that all the LL members will be automatically part of the LN, thereby benefiting from being part of a wider network and the interaction with other stakeholders.

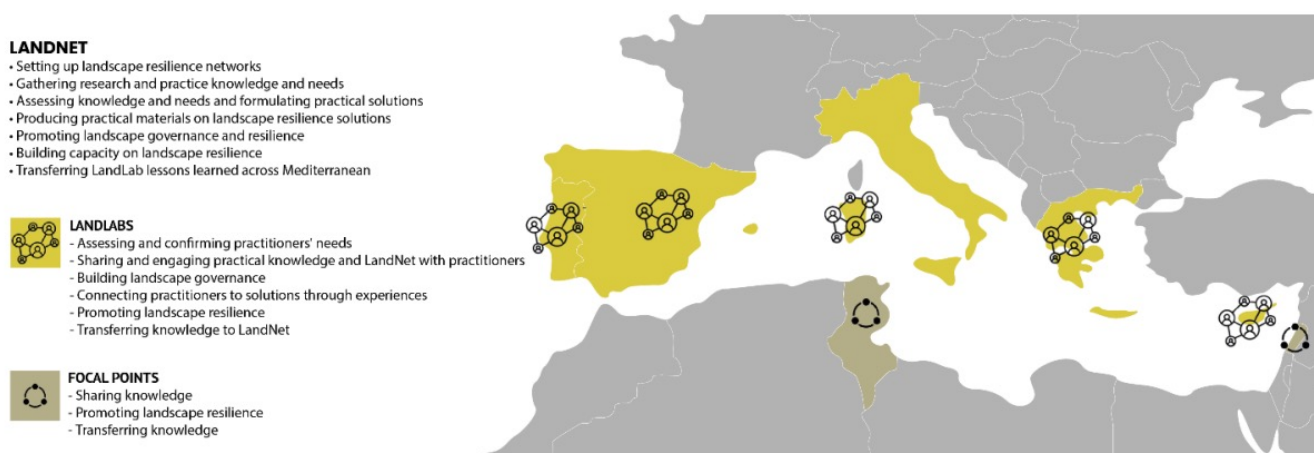


Figure 1: Location of LLs and focal points and main LN, LL, and Focal point objectives.

1.2 Description of the LandLab regions

The LLs will be developed in five Mediterranean regions that are highly exposed to climate change hazard occurrence: Sardinia (Italy), Catalonia (Spain), Peloponnese (Greece), Cyprus and Regiao Norte (Portugal).

Even though the five regions are increasingly exposed to threads posed by typical Mediterranean hazards that are currently aggravated by climate change (e.g., wildfires, droughts), context-specific needs and challenges in the agriculture and forestry sectors drive demand for tailored management practices. As a result of this, the five LL regions encompass a large variety of socio-economic activities that could be affected by these hazards. The development of the LLs will allow to identify and adapt the solutions for each region. Preliminary detection of needs and challenges for each LL region is presented in Table 1.

Table 1: LL regions and preliminary needs and challenges.

SARDINIA (ITALY)	
LandLab Region	Goceano and Gallura, and the Sulcis and Inglesiente.
Challenges	High dependency on the extraction and production of cork, which is reduced by drought; forest fires and lack of awareness of the local population.
Needs	Improve forecasting systems for planning cork extraction; to identify how these areas can be supported in order to ensure a profitable economic value from cork and olive growing; to raise people awareness against wildfire events, specifically within wildland-urban interfaces; and to engage local people to promote best restoration and disaster management practices.
CATALONIA (SPAIN)	
LandLab Region	Baix Llobregat and Alt Penedès counties
Challenges	Agricultural or dense forest landscapes entangled, in some cases, within high-density urban and industrial areas.
Needs	Promote forest practices to reduce the vulnerability to wildfires and drought, foster agricultural practices to reduce the exposure to drought and high temperatures, restoration of mosaic patterns landscape for climate change adaptation.
PELOPONNESE (GREECE)	
LandLab Region	Peloponnese peninsula
Challenges	Enhance landscape resilience against wildfires, second highest in Greece.
Needs	Awareness and knowledge on more integrated land management approaches that strengthen the areas of agricultural products -namely, wine and olives- as well as the production of honey from sustainable apiculture practices. Local farmers and foresters need to be aware of wildfire risks and mitigation and adaptation measures for these production methods. And supporting development of policies to improve landscape resilience to climate change.
CYPRUS	
LandLab Region	Troodos mountains and Akamas National Forest Park
Challenges	The dryness, the high temperatures, the abandonment of rural areas and the lack of managed forests converts this biogeographical region into a "climate change hot-spot" with a high risk of large wildfires. Further, the legislative and administrative fragmentation constrains the application of integrated and innovative landscape management forms.
Needs	Promoting the development of the primary sector and rural areas and using ancestral forestry knowledge and holistic landscape management.
REGIAO NORTE (PORTUGAL)	
LandLab Region	Trás-os-Montes e Alto Douro (Bragança and Vila Real) and Alto Minho sub-regions
Challenges	This region is greatly shaped by smallholding property and an agroforest mosaic landscape, characteristics that enhances resilience and adaptation to climate changes and other hazards, but simultaneously increase the challenges around management and governance. Together with a highly productive forest (wood and paper) and silvopastoral (meat with protected origin) sectors, different agroforest productions such as acorns, chestnuts, resin, mushrooms, honey, vineyards or cork are present. The establishment of economic ranks and increase added value around these productions are additional challenges.
Needs	Increase the society's awareness of the rural landscape potential (forest, agriculture and agroforest), reduce wildfire risk and other hazards, increase and demonstrate the profitable economic value from forest and agroforest areas, promote innovation around non-wood forest products, favour the adaptation of agriculture and forest species to climate change and promote adequate restoration management of ecosystems, such as the ones affected by climate change, wildfires and other hazards.

1.3 Stakeholder clustering

The identification of the stakeholders that will be part of the LLs is a key factor for the effectiveness of the knowledge collection and exchange processes. Their participation across the LL activities is crucial in that they can contribute to or get benefited from the design, development, testing and validation of the best practices and solutions.

The European Commission has identified five key actors in R&I processes that have a strong potential to bring the R&I into action (Figure 2). This clustering will allow RAs to analyse the diversity of stakeholder profiles involved in the LL activities, seeking balanced representation from the forestry and agriculture sectors, and taking into account the actors that can actually prove changes in the system. The five stakeholder categories used by the European Commission on Responsible Research and Innovation, the current Framework Programme for Research and Innovation (European Commission - RRI Toolkit, 2016) are listed below, as well as a brief description of their role:

- **Policy Makers:** Public engagement to help bringing decisions on R&I policies closer to society, making them more robust and legitimate.
- **Research Community:** Engaging citizens in research practices that lead to more effective R&I processes more suited to meet their needs and expectations.
- **Education Community:** Empowering young students and lifelong learners to engage in R&I and R&I decision making is key for responsible R&I success.
- **Business and Industry:** stakeholder engagement in the implementation of responsibility measures in their end-products and industrial processes.
- **Civil Society Organisations (CSO):** Citizens' engagement in R&I processes to introduce the voice of society, make the process more democratic and enhance public accountability.



Figure 2: Stakeholder clustering.

1.4 LandLab activities

Each LL will have a RA who will overview the correct development of the LL activities and will cooperate with the rest of the LL RAs to guarantee common implementation guidelines as described in this manual.

The following activities will be organised throughout the running of the LLs and will take place in each LL region (Figure 1):

LL Launch (project task T3.2) LLs will be officially launched in one-day interactive and participatory events, which will be aimed to activate and stimulate discussion on topics relevant to disasters resulting from climate change and the thematic areas and how to solve them locally or regionally for farmers and foresters, thus enabling their participation to bring and present their best practices.

KPI: at least 80 practitioners per LL.

Benchmarking needs and challenges (project task T2.4) a Mediterranean-wide landscape needs survey will be launched addressed to farming and forestry practitioners across the LN, Focal Points, and beyond, to reinforce the knowledge collection activities. Complimentary to the needs survey each LL region will organize exploration future workshops, which will be organised in combination with the LL Launch, aimed to identify and assess the most urgent needs of farmers and foresters, barriers, bottlenecks and innovation and knowledge gaps to the four thematic areas.

LL landscape resilience workshop (project task T3.3) these two-day workshops will bring together representatives of various stakeholder categories identified in good governance case studies for landscape-level approaches for resilience in the regions.

KPI: at least 40 attendees per LL.

Showrooms of best practices and solutions (project task T4.2) LLs will organise two-day showrooms which will host B2B sessions for the solutions with high commercial readiness level and other successful projects from the four thematic areas.

KPI: at least 80 practitioners per LL.

Engaging local knowledge in the field (project task T4.3) this activity will increase impact bottom-up by inviting farmers and foresters who attended all other LL and the wider LL region, country, and LN to targeted one-day field visits to show the selected good practice examples. The practitioners would have the possibility to be hosted by their counterparts to facilitate stakeholder-level networking and cross-fertilisation.

KPI: at least 30 practitioners per LL.

Other activities following are other activities that are no part of the LL development, however they are related since provide inputs that are necessary for the development of the LL activities:

LN call to submit landscape resilience practices (project task T2.5) this activity will launch a call to submit a landscape resilience practice in a short video format, where farmers and foresters involved in the LN (including focal point countries) will be invited to submit a best practice example related to one or more of the thematic areas and to mitigation measures in response to climate change hazards. The best practices detected in this call

could be presented in the LL activity “Showrooms of best practices and solutions (project task T4.3)”.

Engagement through farmers and foresters’ channels (project task T4.1)

this activity will ensure maximum outreach and engagement of farmers and foresters and related stakeholders that are potential candidates to be involved in the LN and LL. The priority will be to engage stakeholders with practical selected best practices project knowledge and solutions on landscape resilience, and networking of the LN.

To perform this engagement, each project partner shall attend at least 2 public events (e.g., in-country trade fairs, exhibitions, and other sector-specific events), except for the RAs, who shall attend at least 4.

KPI: at least 38 public events in total.



2. Implementation guidelines

This section provides detailed step-by-step guidelines for the implementation of the LLs preparatory and engagement activities, aiming to provide a fluent dialogue between all the stakeholders involved in the LLs. The implementation guidelines are inspired on the Adaptive Pathways and Transformation Approach (RAPTA) methodology (O'Connell, et al., 2019), which is mutual learning process that has been developed to design, implement, and evaluate interventions for achieving sustainability goals within highly uncertain and rapidly changing decision contexts.

The RAPTA methodology was originally created and tested in the field of flood risk management (Barnett, et al., 2014; H. Kwakkel, et al., 2014), but it has been later adapted in a number of works in the field of disadvantaged communities (Bulter, et al., 2016) and cross sectorial adaptation planning (Djalante, et al., 2013). For the purposes of this project, the RAPTA methodology has been adapted so as to establish a framework that facilitates effective stakeholder engagement process throughout the distinct activities planned (see 2.3 Timeline) and establishes a standardised way to collect and report stakeholder knowledge, needs and barriers by the RAs from the five LL regions. Therefore, the present manual will adapt the methodology as a flexible framework that is tailored to each LL regional context seeking to guarantee continued engagement of regional stakeholders.

Lots of studies have adapted the RAPTA methodology for a variety of hazard contexts (see references in the previous paragraph), some of which have been carefully analysed and assessed, however the implementation guidelines presented in this manual have built its own adaptation pathways structure tailored to ResAlliance scope and specific LL activities.

As an example of an approach that has greatly inspired the design of the current LL implementation guidelines, Figure 3 depicts the specific steps adopted by Bosomworth, et al. (2015), as a good:

- **Define objectives for pathways:** set clear objectives, examine their viability based on the actual needs of the territory and leverage resources to achieve them efficiently.
- **Understand the current situation:** develop a good knowledge base by gathering insight and experiences from the stakeholders, accounting for their values, visions, and interpretation of the main challenges and in the territory.
- **Analyse possible future:** visualize possible futures or solutions to the current challenges, providing an opportunity to think about immediate and medium term strategies, considering policies, markets, and people's perceptions and values, among many other factors.
- **Develop adaptation pathways:** define possible management options, identifying facilitators, stoppers, and further trigger points to achieve the desirable future.
- **Implementation and monitoring:** develop operation recommendations and lay the ground for long-term practical implementation and monitoring, linking science and research with local knowledge and practice.

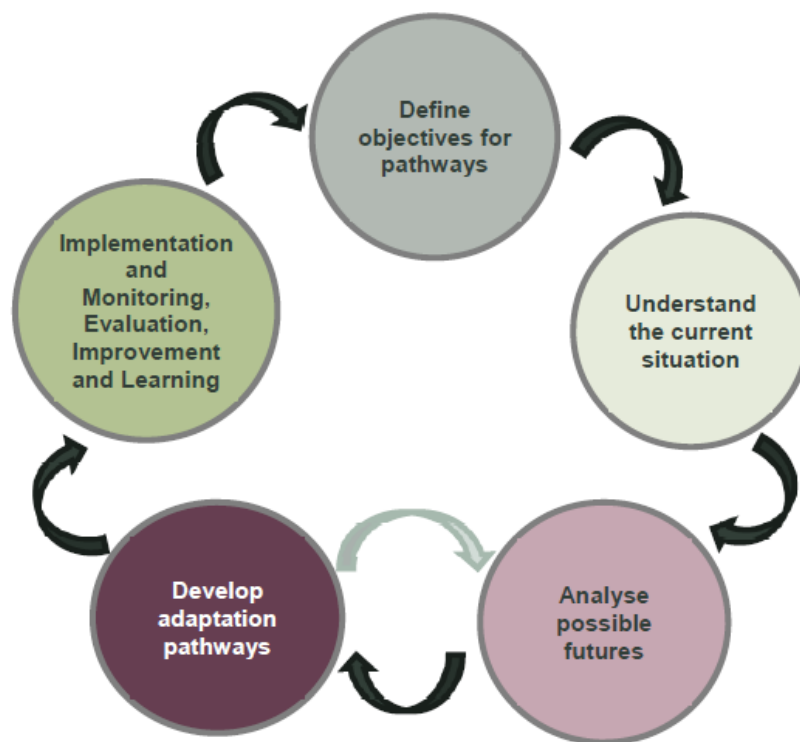


Figure 3: Resilience, Adaptation Pathways and Transformation Approach (RAPTA) process (Bosomworth, *et al.*, 2015).

These phases need to be supported by two continuous and essential processes. By one side, an active learning is inherent in the whole methodology that helps to build capacity for responding to rapid, unprecedented change for which there are no tested solutions. All the stakeholders involved become a central part of the process as they are expected to actively participate with their opinions and visions, thus encouraging mutual learning. On the other hand, adaptive governance is important to establish roles and responsibilities to generate desired engaging and participatory processes with the stakeholders.

2.1 Creating the LandLabs

The methodological framework used for the implementation of the LandLabs that is presented herein is underpinned by the RAPTA methodology described above; nonetheless, it's been adapted and tuned to embed the distinct LL activities defined to achieve the project objectives.

This section describes the sequential guidelines for the implementation of the LLs.

Phase 1: Defining and understanding socio-ecological landscapes

The first phase is split into three steps that are aimed to analyse the current situation, identify key stakeholders in the region, existing best practices, and challenges and barriers that need to be overcome to increase landscape resilience.

Step 1.1: Initial scoping and goalsetting

Description: Description of the socioecological characteristics of the region including the recent evolution of the land-uses, such as current management practices and associated risks. This includes specific objectives of each LL in overcoming climate-related risks and promoting sustainable landscape management in forestry and agriculture. These objectives must be fitted to each LL region and take into account the diversity of stakeholders. The key operating principle is to recognise, respect and build upon the diversity of stakeholders' values and current knowledge and practice.

Implementation instructions: RAs shall describe the site specifying the recent evolution of the landscape, past and present socioeconomic activities, climate related hazards, historical disturbances, as well as the principal objectives that is pursued in terms of landscape resilience.

To complete this task, RAs shall provide their inputs in the template "Step 1.1 Initial scoping and goalsetting template".

Time frame: June to August 2023

Step 1.2: Stakeholder identification and mapping

Description: Initial identification and mapping of principal stakeholder organisations or individuals that will be involved in the LLs activities. In the scope of the CoP manual, a stakeholder clustering will be established including the main stakeholder categories/profiles, however in this phase of the implementation guidelines the RA will develop the initial identification focused on the stakeholders of their region. The stakeholder identification performed in this step will therefore make sure that sufficient diversity of stakeholders will be engaged in the forthcoming LL activities.

This preliminary stakeholder identification will be done in coordination with the Stakeholder Database for the LN (project sub-task T2.2.1), given that all the LL members will become at the same time part of the LN (see 1.1 LandNet-LandLab global overview). While the initial list made in this step will serve just to identify and to establish the first contact with the organisations and individuals that will potentially be part of the LL (and LN) activities, their formal engagement to the LL will occur once they complete the Registration Form that is available on the ResAlliance website.

Implementation instructions: RAs shall provide a preliminary list of regional stakeholder organisations/individuals from the forestry and agriculture fields that they would like to get involved in the forthcoming LL activities. A template to list the stakeholders is available in the Share Point: Step 1.2 Stakeholders identification and mapping.

Moreover, the RAs shall reach them out individually to inform about the ResAlliance project as well as the foreseen LL activities where they are expected to be involved. Each RA is free to choose the way they contact their stakeholder candidates (e.g., via e-mail, phone...), however they will be provided with a Concept Note with general information about the project, and specific information about the LL and the stakeholder expected contribution to it.

Formal stakeholder engagement: For those regional stakeholders that accept to be involved in the LL activities, RAs shall ask them to formalise their engagement by registering as members of the ResAlliance LL/LN activities. This engagement will keep them in the loop of all the LL and LN activities but does not imply any obligation or commitment to participate. The registration will be made through a Registration Form on the website where stakeholders will have to enter specific information about their organisation, namely their contact details, the RAs shall provide, Organisation type and Sector, a brief description of the organisation activities. The Registration Form will include a Consent Form, as a must-read document that includes the terms and conditions relevant to the participation in the LL activities (e.g., data privacy, data usage, expected participation...). Stakeholders will become LL/LN members provided they accept the terms and conditions as stated in the Consent Form.

Time frame: Initial stakeholder identification and mapping will be made from June to August 2023, however the formal stakeholder engagement process will be permanent throughout the project lifetime.

Step 1.3: Land activities for evaluation

Description: The objective is to identify best practices and understand emerging issues and needs, leading to the determination of desired changes for the future to achieve goals and vision.

This step will be implemented through the conduction of the first LL in-person interactive activity with the regional stakeholders, namely the LL Launch (project task T3.2) and the exploration workshop (project task T2.4). The LL Launch will introduce the stakeholders to ResAlliance objective, plans and expected activities, and will activate and stimulate discussion to better understand and contextualise specific issues resulting from climate change. Furthermore, the LL Launch will start gathering existing activities (i.e., practices and solutions) in agriculture and forestry, which will be used during the exploration workshop to stimulate discussion about prominent aspects hindering their implementation. Hence, the exploration workshop will endeavour to identify, together with the stakeholders, relevant needs, barriers/bottlenecks and innovations and knowledge gaps relevant to the best practices and solution gathered. The resulting outputs will be classified according to the four thematic areas. Both activities will be deployed through participatory approaches that will be part of the same event and together conform a proper framework to achieve the overall goal of this step.

Implementation instructions: the RAs shall set up a one-day (two-day, if required) interactive and participatory event, combining the LL Launch and an exploration workshop, with the involvement of local stakeholders from the forestry and agriculture sectors identified in the previous step.

Specific outputs resulting from the dialogue with the stakeholders that expected in this event are:

- Main changes experienced by the forestry and agriculture sectors in the region, and drivers of change.
- Specific regional/local impacts and consequences resulting from climate change.

- Forestry and agriculture activities and their associated needs, barriers/bottlenecks, and innovations and knowledge gaps relevant to the four thematic areas.

RAs shall report the outputs from both the LL Launch and the exploration workshop in the template “Step 1.3 Land activities for evaluation template”.

KPI: at least 80 stakeholders attending the LL Launch + Exploration Workshop, ensuring a good balance between foresters and farmers.

Time frame: September to December 2023.

Phase 2: Exploring synergies and solution scalability

The second phase is split into two steps that are aimed to prepare for, and make effective the mobility among LLs to enable synergies and effective transferability of best practices

Step 2.1: Knowledge preparation for exchange

Description: upon the realisation of the first LL in-person activities performed in step 1.3 (see Step 1.3: Best practices and issues for evaluation), RAs will have gained a deeper understanding about existing best practices in the territory as well as the main implementation challenges and needs as they are perceived by the regional stakeholders. This step will build on this understanding in order to deal with the preparation for the exchange of knowledge activities performed in Step 2.2 (Resilience workshops), where RAs (and other LL representatives) will be given the opportunity to visit other LL regions.

The preparation process will be conceived from the perspective of transferability, seeking to use the knowledge gained at LL level to promote synergies with other LLs that may have similar solutions and face similar challenges and needs when it comes to the effective implementation of their landscape management practices. At the end of this Step, RAs will have agreed on the selection of best practices to be shared, including associated challenges and needs, and a mobility plan to maximise the synergies among LLs based on the expectations expressed by the RAs.

Implementation instructions: RAs shall analyse the outcomes from the LL Launch and exploration workshop activities (Step 1.3) in order to:

- Identify which are the main stakeholder needs that remain unresolved in their region. Unresolved needs can be due to best practices that still have many limitations for effective implementation or to best practices that do not exist at all. This identification will be made for the purpose of sharing the unresolved needs with RAs who will be visiting their home region in Step 2.2 and can provide insight into possible solutions.
- Select at least two best practices from their region that are the most robust, best performing and are most easily replicable in other regions. This selection will be made for the purpose of bringing best practices to other LL regions that the RAs will be visiting in Step 2.2.

In the first place, RAs shall perform individually the needs identification and a best practice pre-selection by themselves. To do so, they have available a template on Share point: Step 2.1 Knowledge preparation for exchange. Then, RAs will bring this analysis for discussion

with the rest of RAs to the CoP executive board meeting (see 3.1 Coordination among LandLabs), where they will share the needs and pre-selected best practices so as to agree on a mobility plan in the scope of Step 2.2 for transferability of solutions among themselves.

Time frame: January to February 2024.

Step 2.2: Cross-fertilisation and exchange

Description: Horizontal transferability is one of the core objectives of ResAlliance so as to facilitate that best practices and solutions from one LL can be further explored in other LL regions with similar landscape characteristics and climate challenges ahead. To this end, this step will foster cross-fertilisation and exchange among LLs, giving RAs (and other external stakeholders) the opportunity to bring and discuss in other LL regions specific best practices and solutions selected in the previous step (see Step 2.1: Knowledge).

Discussions between regional LL members and external participants (i.e., RAs from other LLs and other external stakeholders) will occur through the conduction of a resilience workshop that will be dedicated to exploring the implementation of integrated land management practices to improve resilience against disasters, with a specific focus given to addressing land abandonment. The workshop will therefore facilitate co-creation spaces to explore adoption and adaptation of best practices from other regions, based on the inputs and experiences brought by the external participants.

RAs (or other LL representatives) will travel to at least one foreign LL region. The practices from a given LL region presented in other regions will have been previously selected and agreed upon by the parties concerned during the CoP board meeting. Because the LL resilience workshop will be held in the regional language, RAs will preferably visit regions speaking similar languages (i.e., Italy, Catalonia, and Portugal, on one side, or Cyprus and Greece, on the other side). Should this not be the case, the host RA in question shall provide interpretation assistance for the external participant visiting their LL.

The results from the Resilience workshop will be reported by the RAs and later analysed by ISA, as a responsible for the design and preparation of material for knowledge exchange, to produce the “Landscape Resilience Roadmap and Action Plan for country regions” standard (project deliverable D3.3). This document will outline the methodology and steps needed to define new governance approaches for implementing integrated and more resilient land management approaches.

Implementation instructions: The RAs shall set up a 2-day Resilient workshop involving activities that are targeted at achieving the following specific outputs:

- Identification of facilitators leading to the adoption and adaptation of the best practices presented by the external participants, including the associated commonalities and differences between LL regions that may affect their implementation.
- Identification of obstacles preventing the adoption and adaptation of the best practices presented by the external participants, including the associated commonalities and differences between LL regions that may affect their implementation.

RAs shall report these outputs in a template that is available on the Share point: Step 2.2

Cross-fertilisation and exchange.

KPI: at least 40 stakeholders, ensuring a good balance between foresters and farmers.

Time frames: March to September 2024.

Phase 3: Demonstrating solutions and pathways to action

The third phase is split into three steps that aim to showcase and give visibility to best practices and practical solutions identified in the previous steps, generating real options and policy recommendations for implementation.

Step 3.1: Solution showcase

Description: the development of the previous LL activities, as well as the activities promoted by the LN targeting a broader audience, will allow to identify a wide and diverse range of solutions that can contribute to the improvement of existing best practices for landscape resilience to climate change. It is a core objective of ResAlliance to foster the transferability of solutions and best practices to facilitate applicability and uptake in other regions. In line with this, this step is committed to showcase solutions by gathering together solution providers and stakeholders from the region who are potential beneficiaries of these solutions.

A dedicated showroom will be set up, providing a network through which such engagements can be conducted. This will seek to involve diverse solutions related to the forestry and agriculture sectors, notably consisting of solutions with high commercial readiness level and successfully implemented projects from research and practice that are related to the four thematic areas (i.e., technology solutions, finance solutions, sustainable land management practices, and successful governance mechanisms). Much importance will be put on gathering the feedback from stakeholders about the different solutions presented. The LN call to submit landscape resilience practices (project task T2.5) serves as a precursor activity to identify some of the solutions candidates that will be showcased to the LL stakeholders.

Implementation instructions: RA shall set up a two-days showroom, engaging solution providers and stakeholders in B2B meetings so that the former can showcase practical solutions that can be potentially adopted by the later for the benefit of their activity. For the implementation of this activity, RAs shall take the following actions before, during and after running the showrooms:

- Before the showroom, RAs shall select at least 20 practical solutions related to the four thematic areas. Some of them can be selected from the videos sent in the LN call (project task T2.5). Selected solutions will be listed in the template Step 3.1 Solutions showcase that is available in the share point, filling in the columns A-D related to "Solution title", "Solution Provider", "Thematic Area" and "Description". This list of solutions will be used to prepare an informative document that will be sent to the stakeholders invited to the showroom activity.
- During the showroom, RAs shall provide stakeholders with a survey (ideally in digital format) so that they can note down limitations and opportunities for the effective adoption of the solutions based on their impressions during the B2B meetings with the solution

providers. The survey must be short and focused, containing a set of general pre-defined options that apply to limitations and opportunities, respectively. The CoP trainings will help to develop this survey.

- After the showroom, RAs shall retrieve the survey information provided by the stakeholders during the activity, and transfer it to the template Step 3.1 Solutions showcase that is available in the share point, filling in the columns E and F related to “Opportunities” and “Limitations”.

KPI: at least 80 stakeholders, ensuring a good balance between foresters and farmers.

Time frame: October 2024 to May 2025.

Step 3.2: Solution experience

Description: This step revolves around the organisation of field trips that will help giving wider visibility to good examples of best practices conducted in each LL region. The field trip activity will be hosted by a stakeholder who will take the lead showing, explaining, and demonstrating her/his best practices on site. Each LL region has the possibility to organise two field trips, one related to good agriculture practices, and another related to good forestry practices.

Other stakeholders involved in the previous LL activities will be invited to the field trip to witness first-hand the best practice undertaken by another stakeholder and provide feedback for improvement. RAs shall provide all the necessary support to the host stakeholder to make possible the activity. The field trip can be held in a variety of formats based on the preferences of the host stakeholder (e.g., guided walk, on-site demonstration, one-day workcamp, journal club...).

Implementation instructions: RA shall organize a one-day field trip to show good resilience practices from the LL region, with half day dedicated to a forestry-related best practice, and half day dedicated to an agriculture-related best practice. Best practices selected for the field trip will stem from the previous LL activities and agreed with the correspondent stakeholders developing them. The organisation of the field trip and format (e.g., guided walk, on-site demonstration, workcamp...) will be done in close coordination with the stakeholder host, who will take the lead in conducting the activity.

The main output gathered from this activity is the feedback in the form of viable solutions and suggested improvements provided by the stakeholders and other individuals attending the field trip. RAs shall provide specific description of the field trip and report the main feedback from the attendees in a template that is available on the Share point: Step 3.2. Solution experience. This report will be shared with the stakeholder hosts to get hold of the feedback gathered.

KPI: at least 30 stakeholders attending the field trip, ensuring a good balance between foresters and farmers.

Time frame: October 2024 to May 2025.

Step 3.3: Policy recommendations

Description: This final step will demonstrate that the LL outcomes can be a contribution to landscape resilience in a challenging scenario of climate change, and gain support for adopting practical implementation. The objective is to transform identified solutions into actionable knowledge for formulating recommendations and lay the ground for effective implementation. This work will be formally documented in the form of a White Paper that will collect and assess policy recommendations based on results resulting from the interaction with the stakeholders during the execution of the LLs, also integrating solutions gathered in the LN, as well as general descriptive guidance schemes to encourage political and economic support for farmers and foresters.

Implementation instructions: RAs shall translate the most relevant information gathered during the LLs into a battery of policy recommendations that will constitute the backbone of a White Paper on policy recommendations for landscape resilience in the Mediterranean region. Policy recommendations shall suggest practical implementation strategies and examples for utilizing innovative solution raised during the LL activities across the four thematic areas. The process of gathering and putting together the contribution from the RAs will be coordinated by the LL coordination, who will provide further instructions to the RAs upon the finalisation of the LL activities.

Time frame: June to November 2025.



Photo by Marlon Verhaeghe on Unsplash

2.2 Summary of LandLab activities

Table 2 recaps the array of LL activities described in the previous sections. This includes the instructions for the implementation, the template available to report their outputs, and the Time frames for internal reporting of these outputs.

Table 2. Summary for the implementation of the LL activities.

Implementation instruction		Template	Time frames
PHASE 1: DEFINING AND UNDERSTANDING SOCIO-ECOLOGICAL LANDSCAPES			
Step 1.1: Initial scoping and goalsetting	RAs shall describe the site specifying the recent evolution of the landscape, past and present socioeconomic activities, climate related hazards, historical disturbances, as well as the principal objectives that is pursued in terms of landscape resilience.	Step 1.1 Initial scoping and goalsetting template.	June to August 2023
Step 1.2: Stakeholder identification and mapping	RAs shall provide a preliminary list of regional stakeholder organisations/individuals from the forestry and agriculture fields that they would like to get involved in the forthcoming LL activities.	Step 1.2 Stakeholders identification and mapping.	June to August 2023
Step 1.3: Land activities for evaluation	RAs shall set up a one-day (two-day, if required) interactive and participatory event, combining the LL Launch and an exploration workshop, with the involvement of local stakeholders from the forestry and agriculture sectors identified in the previous step. Specific outputs resulting from the dialogue with the stakeholders that expected in this event are: • Main changes experienced by the forestry and agriculture sectors in the region, and drivers of change. • Specific regional/local impacts and consequences resulting from climate change. • Best-practices and solutions and their associated needs, barriers/bottlenecks, and innovations and knowledge gaps relevant to the four thematic areas. KPI: at least 80 stakeholders attending the LL Launch + Exploration Workshop	Step1.3 Land activities for evaluation	September to December 2023
PHASE 2: EXPLORING SYNERGIES AND SOLUTION SCALABILITY			
Step 2.1: Knowledge preparation for exchange	RAs shall analyse the outcomes from the LL Launch and exploration workshop activities (Step 1.3) in order to: • Identify which are the main stakeholder needs that remain unresolved in their region. Unresolved needs can be due to best practices that still have many limitations for effective implementation or to best practices that do not exist at all. This identification will be made for the purpose of sharing the unresolved needs with RAs who will be visiting their home region in Step 2.2 and can provide insight into possible solutions. • Select at least two best practices from their region that are the most robust, best performing and are most easily replicable in other regions. This selection will be made for the purpose of bringing best practices to other LL regions that the RAs will be visiting in Step 2.2.	Step 2.1 Knowledge preparation for exchange	January to February 2024

Step 2.2: Cross-fertilisation and exchange	RAs shall set up a 2-day Resilient workshop involving activities that are targeted at achieving the following specific outputs: • Identification of facilitators leading to the adoption and adaptation of the best practices presented by the external participants, including the associated commonalities and differences between LL regions that may affect their implementation. • Identification of obstacles preventing the adoption and adaptation of the best practices presented by the external participants, including the associated commonalities and differences between LL regions that may affect their implementation. KPI: at least 40 stakeholders	Step 2.2 Cross-fertilisation and exchange	March to September 2024
PHASE 3: DEMONSTRATING SOLUTIONS AND PATHWAYS TO ACTION			
Step 3.1: Solution showcase	RAs shall set up a two-days showroom, engaging solution providers and stakeholders in B2B meetings so that the former can showcase practical solutions that can be potentially adopted by the later for the benefit of their activity. For the implementation of this activity, RAs shall take the following actions before, during and after running the showrooms: • Before the showroom, RAs shall select at least 20 practical solutions related to the four thematic areas. Some of them can be selected from the videos sent in the LN call (project task T2.5). Selected solutions will be listed in the template that is available in the share point, filling in the columns A-D related to "Solution title", "Solution Provider", "Thematic Area" and "Description". This list of solutions will be used to prepare an informative document that will be sent to the stakeholders invited to the showroom activity. • During the showroom, RAs shall provide stakeholders with a survey (ideally in digital format) so that they can note down limitations and opportunities for the effective adoption of the solutions based on their impressions during the B2B meetings with the solution providers. The survey must be short and focused, containing a set of general pre-defined options that apply to limitations and opportunities, respectively. The CoP trainings will help to develop this survey. • After the showroom, RAs shall retrieve the survey information provided by the stakeholders during the activity, and transfer it to the template that is available in the share point, filling in the columns E and F related to "Opportunities" and "Limitations". KPI: at least 80 stakeholders	Step 3.1 Solutions showcase	October 2024 to May 2025
Step 3.2: Solution experience	RAs shall organize a one-day field trip to show good resilience practices from the LL region, with half day dedicated to a forestry-related best practice, and half day dedicated to an agriculture-related best practice. Best practices selected for the field trip will stem from the previous LL activities and agreed with the correspondent stakeholders developing them. The organisation of the field trip and format (e.g., guided walk, on-site demonstration, workcamp...) will be done in close coordination with the stakeholder host, who will take the lead in conducting the activity. The main output gathered from this activity is the feedback in the form of viable solutions and suggested improvements provided by the stakeholders and other individuals attending the field trip. RAs shall provide specific description of the field trip and report the main feedback from the attendees in a template that is available on the Share point. This report will be shared with the stakeholder hosts to get hold of the feedback gathered. KPI: at least 30 stakeholders attending the field trip	Step 3.2. Solution experience	October 2024 to May 2025

Step 3.3: Policy recommendations	RAs shall translate the most relevant information gathered during the LLs into a battery of policy recommendations that will constitute the backbone of a White Paper on policy recommendations for landscape resilience in the Mediterranean region. Policy recommendations shall suggest practical implementation strategies and examples for utilizing innovative solution raised during the LL activities across the four thematic areas. The process of gathering and putting together the contribution from the RAs will be coordinated by the LL coordination, who will provide further instructions to the RAs upon the finalisation of the LL activities.	Step 2.2 Cross-fertilisation and exchange	June to November 2025.
---	--	--	------------------------

2.3 Timeline

The three distinct phases for the implementation of the LL activities occur in a sequential manner. Figure 4 shows the timeline of the activities that will take place in the scope of the LLs, which start on July 2023, coinciding with the completion of the last version of the current LL manual.

The first phase will span over the first year of the project from June until December 2023; the second phase will last from January until September 2024; and the third and last phase will be conducted over the last stretch of the project, from October 2024 until the end of the project in November 2025.

The activities can be differentiated into two categories: those involving preparatory or/and analytical work by the RAs (upper part of Figure 4) and those involving physical events with the participation of stakeholders (lower part of Figure 4). The latter are highlighted in bold letters in Figure 4:

- LL Launch (project task T3.2)
- Exploration workshop (project task T2.4)
- Resilience workshop (project task T3.3)
- Showrooms (project task T4.2)
- Fieldtrips (project task T4.3)

In order to facilitate standardised and coherent results among the LL activities, several templates have been generated that have made available on the ResAlliance website. There is one template for every step of the implementation guidelines, so that RAs can periodically report the output of their activities.



Figure 4: Timeline for the implementation of the LL activities.

3. Functioning Rules

While establishing LandLabs, RAs should reflect on how to ensure their highest performance standards. LandLabs should be able to run efficiently, enabling multi-stakeholder dialogue that acknowledges the plurality of opinions, lowering cultural and knowledge barriers across involved members, and assessing and preventing potential technical and management risks in advance. The following section deals with these matters, describing the general rules that RAs need to know to get underway the LandLab activities.

3.1 Coordination among LandLabs

The coordination between all the partners during the development of the LLs is essential for a correct implementation. This will be guaranteed through the constitution of two managerial boards working at different levels:

CoP executive board

- **Members:** The LL coordinator (PCF) and the CoP leader (Etifor) will co-lead this board, that will be further composed by the RAs from the five LLs (ISA, PCF, DREAM, ELGO-DIMITRA, EUC).
- **Objectives:** The objective of the CoP executive board is twofold: (1) PCF as LL coordinator will endeavour to guarantee two-way horizontal knowledge transferability across LLs; (2) Etifor as CoP leader will endeavour to monitor and evaluate the process with the collection of emerging needs expressed by the RAs. The CoP executive board will ensure a minimum standardisation of the gathering and reporting of results across LLs through the correct implementation of the LL guidelines described in this manual. It will also serve as a space of discussion for the RAs to share with their counter partners their experience in the previous activities (what went well and what went wrong), detect commonalities in implementing the guidelines, and in general to benefit from active learning from other regions.
- **Organisation:** The board will meet upon the completion of every step of the implementation guidelines to review the outcomes and issues faced during the last activity and to prepare for the next activity. A first meeting will be set up prior to the start of the activities to introduce the RAs to the LL implementation guidelines so as to guarantee their understanding and assure a smooth kick-off.

Strategic managerial board

- **Members:** The LL coordinator (PCF) will lead this board, that will be further composed by the LN leader (ELGO-DIMITRA), the CoP leader (Etifor), the Focal Point leader (JL and INGRES), and the LL-LN transferability leader (CIHEAM).
- **Objective:** To guarantee two-way vertical knowledge transferability from the LL to the LN and to the Focal points.
- **Organisations:** The strategic managerial board will meet upon the completion of each phase of the implementation guidelines. A first meeting will be set up prior to the start of the activities to introduce the members of this board to the LL implementation guidelines.

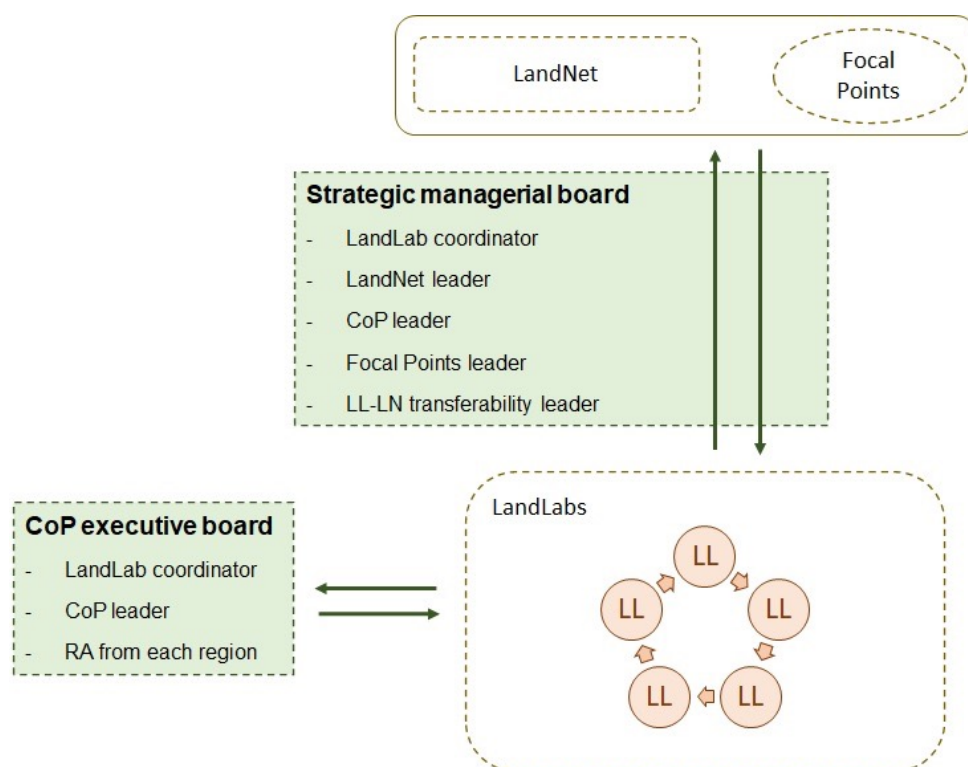


Figure 5: Organization of the boards for managing the knowledge interchange among LLs and with LN and Focal points.

While the above-described boards are the main means of communication and coordination for the RAs and other people involved in the LLs, some mobility between LLs will be likewise expected, notably by the RAs, in order to maximise the potential for cross-fertilisation, networking and knowledge transfer. This mobility is in principle expected within the scope of Step 1.2: Stakeholder identification and mapping, but may occur as well in other activities. Thus, RAs will have the opportunity to visit one, or more, of the activities conducted in other LLs, hence allowing them to witness their dynamics, as well as learn, compare, and share knowledge stemming from their experience in interacting with stakeholders from other regions. Given that LL activities will be arranged in the regional language, this mobility is in principle (but not exclusively) expected between LL regions with similar languages (i.e., between Italy, Catalonia, and Portugal, or between Cyprus and Greece).

3.2 Roles and responsibilities

The roles and responsibilities of the different partners of the ResAlliance consortium are distributed as follows when it comes to organising and running the LL activities:

LL coordinator (PCF): guarantee appropriate standardisation in the implementation of the LLs activities, overseeing that all RAs comply with the common guidelines established in the implementation guidelines. The LL coordinator will have the global vision of all the LL activities, thus playing a key role in the knowledge transferability across LLs.

Resilience Ambassadors (ISA, PCF, DREAM, ELGO-DIMITRA, EUC): design, implement and animate the LL activities from their region guaranteeing appropriate engagement of the regional stakeholders. Resilience Ambassadors will report the outcomes of every LL

activity in dedicated templates provided by the LL coordinator.

Local stakeholders (farmers and foresters from every LL region): participate in the LL activities willing to give their contribution with the exchange of good practices, knowledge, experience, and vision.

CoP leader (Etifor): Support RAs in engaging with regional stakeholders for effective flow of knowledge and information, ensure participatory interventions, and co-design pathways for needed solutions in the future. CoP leaders will provide training to the RAs on conducting bottom-up participatory activities while building trust amongst stakeholders.

LN coordinator (ELGO-DIMITRA): contribute to the transferability of results from the LN to the LL in coordination with the LL coordinator.

Focal Point leader (JL and INGREF): contribute to the transferability of knowledge to other Mediterranean regions outside the EU, notably Tunisia and Lebanon.

LL-LN transferability leader (CIHEAM): contribute to the transferability of knowledge from the LL to the LN.

Others: all project partners will be given the opportunity to participate and contribute to the implementation of the LL activities in coordination with the RAs.

3.3 Internal and external reporting

The outputs obtained from the array of activities carried out in the scope of the LLs will be reported for further analysis, interpretation, and preparation for transferability. The reporting can be internal or external, depending on their expected use as well as the target audience.

Internal reporting refers to the information that is shared among the members of the ResAlliance Consortium. This will be done through specific templates provided by the LL coordinator to report and structure the outputs collected from each activity. Thus, at the end of each step of the LL implementation guidelines, the RAs shall fill in these templates and inform the LL coordinator for review. Normally, the information provided in the internal reporting is not ready for direct dissemination among stakeholders as it may need to be further structured and refined. Since the internal reporting will stay within the project Consortium, the language in which these materials will be produced will be always English.

External reporting refers to the information that is published in external sources and therefore available for consultation by the broader audience. This can be done by a variety of dissemination channels and formats such as social media, newsletters, research abstracts, practice factsheets, videos, or public reports. Particularly, these materials will be uploaded to the EU-FarmBook, a platform funded by the European Union that stores a collection of vetted best practices for farmers and foresters, mainly proceeding from EU-funded R&I projects (EU Farm Book, 2023). Thus, the knowledge acquired during the ResAlliance LLs will be made widely available for the long term, respecting the open access and fair principles. The platform will be presented to all the stakeholders participating in the LLs, and the other project stakeholders from the beginning of the project, and RAs will be trained on its use during the project. Most of the external reporting will be done in English; however, since

some of them will be purposely prepared for stakeholders from the regional LL sites, they may be translated into the LL regional languages.

3.4 Data management and protection of personal data

Given that the interaction with stakeholders lies at the core of the LL activities, data management and the protection of personal data emerge as an important matter. Sensible data and information from the stakeholder participants can be classified into two types:

1. Personal data: Stakeholders will be officially members of a LL (and the LN) once they complete the Registration Form in which they will be requested personal data (e.g., name, age...) and professional data (e.g., entity type, sector of work...) as well as further preferences in terms of participation. This data will be stored in the Stakeholder Database (project sub-task T2.2.1) and will only be internally used by the LN coordinator, to manage the stakeholder participation in the LN, as well as by the LL coordinator and the five RAs, to manage the stakeholder participation in the LLs.

2. Information about their activities, best practices, and solutions: LL activities will entail intense interactions between the RAs and the stakeholders, and among the stakeholders themselves, creating an environment for information sharing and exchange among all the participants. The information collected in these activities will be stored in the ResAlliance SharePoint in Microsoft Teams and may be further processed and used for transferability purposes within and beyond the scope of the project.

When completing the Registration Form, stakeholders need to read and consent the privacy policy concerning their participation in the LL (and the LN). The privacy policy informs them about the terms and conditions as well as about the use of data and information provided during their engagement in compliance with the requirements of the EC and the GDPR. At the same time, all the ResAlliance partners will have been informed their responsibility in dealing with personal data and valuable information from the stakeholders, and the strict confidentiality in case of personal data. Along these lines, Stakeholder will consent that their personal data will be exclusively used internally by the ResAlliance project partners to manage the organisation of the LL activities. Also, project partners will be instructed in the way how stakeholder data and information can be used for purposes related to the project and its dissemination, and about the various tools (SharePoints, databases, other files) used to store it.

3.5 Stakeholder engagement

The involvement of farmers and foresters during the various LL activities is crucial to acquire accurate insight into the current challenges and needs faced in the forestry and agriculture sectors. This project would not succeed without bringing in their experiences, visions, and expectations to eventually create solutions that they see some value in. For that reason, the development of the LL is grounded on a bottom-up approach that starts by giving voice to the stakeholders to detect regionally-based needs and challenges, and then proceeds to facilitate co-creation spaces to design possible solutions that assist them in achieving resilience against climate-related challenges and other challenges experienced by the sectors.

The stakeholder engagement is methodically supported by the engagement strategy set in the CoP manual and with the RAs' trainings. The aim of the CoP manual is to produce a smooth knowledge sharing process for Resilience Ambassadors on how to engage stakeholders in knowledge and experience exchange between and among the LandNet and the LandLab dissemination and exploitation activities.

The Stakeholder Database (see Step 1.2: Stakeholder identification and mapping) will allow RAs to keep an updated list of stakeholders registered to their specific LL, which they may want to use to send invitations and other communications related to the LL in-person activities (Steps 1.3, 2.2, 3.1 and 3.2). Other than this, RAs shall keep a track-record of the stakeholders engaged in the LL in-person activities (Steps 1.3, 2.2, 3.1 and 3.2) in order to verify that they achieve the target KPIs in terms of stakeholder attendance and diversity.

3.6 Synergies with other projects

Further networks of collaboration and cooperation will be sought in the scope of the LL implementation with completed or ongoing projects and initiatives at different levels (i.e., International, EU-funded, and National/Regional/Local), especially with those conducting work in the same target regions.

Three main collaborative aspects are relevant to keep in mind for the interaction with other projects and initiatives:

i) Leveraging and coordinating stakeholder engagement activities: Much thought will be given to projects working with farmers and foresters seeking to provide best practices in adaptation to climate change. Enabling these synergies will allow representatives from different projects to join efforts and maximize the engagement of the stakeholders from the region without overburdening them with multiple participatory processes.

ii) Sharing knowledge, networks, and existing methodologies & tools: The exchange and sharing of information, existing networks and previous research performed in the region can help improve the identification and exploitation of key outputs, methods, and knowledge from past as well as ongoing projects, likewise creating a multiplier effect leveraging on stakeholders' networks, and contributing to achieving more comprehensive and innovative results.

iii) Promoting clustering activities and cross-participation in events: The organisation of joint events with other projects can be considered, such as workshops, showrooms, or case study demonstrations. They could happen in combination with the LL activities described in this manual, if possible, or as separate events in case RAs acknowledge an added value to the LL.

3.7 Gender balance

ResAlliance acknowledges the necessity to address any gender-related issues to achieve a better gender representativity within the project activities, and this is likewise addressed within the scope of the LLs.

It is clear that RAs will inherit a gender imbalance that exists in the forestry and agriculture sectors, and this may be reflected on LL activities. To minimise that fact, RAs will encourage participation of women in favor of stakeholder diversity and equal opportunity, however the project will not establish minimum participation ratios for gender balance. In particular, RAs will ensure adequate numbers of women participating in the LL activities, including workshops, showrooms and field trips, and their visibility in the overall project guaranteeing that both male and female interests are considered and protected. During the CoP executive board meetings, a recap of the stakeholder participation will be discussed, evaluating the involvement in terms of gender balance, whereas the LL coordinator will make sure that, when it comes to implementing the LL activities, all RAs are aware of gender and equality aspects and, more generally, of the participation of the underrepresented groups.

3.8 Contingency plan

Potential risks affecting the achievement of the LL objectives have been foreseen in order to put in place a series of mitigation actions that will guarantee smooth interaction with the stakeholders and workflow:

- **Language barriers:** While English is the general working language of ResAlliance, the language diversity resulting from the inter-regionality nature of the LLs may become a factor of risk for the effectiveness of the knowledge gathering and transferring processes. Hence, special considerations will account for the different language backgrounds at LL level. This risk arises both during the contribution of project partners (other than the LL RAs) that will prepare materials to be used in the LL activities, and during the cross-fertilisation and exchange workshop activities planned during the Phase 2 of the implementation guidelines (see Phase 2: Exploring synergies and solution scalability).

Mitigation action: While the LL materials will be originally produced in English (e.g., Concept Notes, Registration Forms, best practices repository...), RAs shall take into consideration the need for multi-language translations to ensure that their regional stakeholder get these materials in their own language. LL activities will be held in the regional language and interpretation assistance will be provided whenever representatives from other LLs visit them for purposes of knowledge exchange.

- **Insufficient commitment or balance between foresters and farmers:** There is a possibility that some LL activities do not cause the expected impact or interest on the spectrum of stakeholder groups that are invited. This can be because the topics proposed are not well-tailored to their particular interest, or simply because of they do not see the added value of participating in these activities. As a result, LLs can result in poor participation of stakeholders, underrepresentation of representatives from one sector (e.g., sufficient foresters, but very few farmers) or absence of stakeholders holding some crucial activity in the region (e.g., absence of winemakers in a predominant wine-growing region).

Mitigation action: RAs shall work on a stakeholders mapping, analysis, and engagement strategy that will be initiated a few months in advance of the start of the LL activities (i.e., with the release of the present manual), and will be continuously monitored during the course of the LLs. As part of this, RAs will assure that the topics and the discussions

fulfil the stakeholder expectations, and the activities and dialogues dynamics are adapted to their specific interests. Moreover, to achieve balanced participation of stakeholders, the LL activity planning will account for the intervention of both the forestry and agriculture sectors in a balance that is well-tailored to the characteristics of the region, giving room to discussion spaces focused on one or another sector or to both, when it comes to integrated landscape management approaches.

RAs will be supported on this by the LL coordinator, that will guide them on the stakeholder identification and analysis to facilitate engagement, and by the CoP leader, that will train them to acquire the skills necessary to perform an affective engagement process. Furthermore, the CoP executive board meeting can be a space to discuss not only with the LL coordinator and the CoP leader, but also with other RAs who may have encountered and sorted out similar issues.

- **Inappropriate compliance with the implementation guidelines:** The guidelines provided in this manual might be misunderstood or misinterpreted by the RAs. This would end up with RAs applying their own rules for the planning and execution of the LL activities, and thereby jeopardising the central objective to standardise the collection and transferability of outputs from each LL.

Mitigation action: Before the LLs start running their activity, both the LL coordinator and the CoP leader will conduct introductory and preparatory meetings to instruct the RAs on everything they need to know to kick off the activities. Regular communications will follow up during the CoP executive board meetings to monitor the correct implementation, make sure that all RAs comply with the framework rules for executing and reporting the outputs, and to detect and correct possible deviations in time. Furthermore, the implementation guidelines have been designed in a way that preparatory and analytical steps will always precede the in-person LL activities (see 2.3 Timeline), in which RAs will already have to report specific information for what concerns their pre-identified issues and plans. These reports will be analysed by the LL coordinator and discussed in the CoP executive board meetings in order to anticipate any possible deviation by some of the RAs.

- **Lack of trust:** RAs may have difficulties in building trust among the stakeholders or to demonstrate the actual benefits they can get out of their participation in the LLs. This shortcoming can be related to the lack of leadership by the RAs in the stakeholder engagement process, or by other external factors such as the large number of projects carrying out similar initiatives requesting their involvement, and previous experiences where stakeholders have not obtained any satisfactory outcomes from participating in such initiatives. As a result, this could lead to a lack of confidence in the project and in the real applicability of the outcomes.

Mitigation action: The CoP leader will conduct annual trainings targeted to the RAs so they can acquire the required skills to build trust and be impactful on the participatory and knowledge exchange activities. As a matter of fact, RAs shall be attentive and active listeners to the participants, as well as be flexible and adapt the discussions and activities to the issues that most concern the stakeholders. To avoid overlapping with other projects or initiatives conducting similar initiatives in the region, RAs will be encouraged to identify them, coordinate efforts to set up joint activities or plan for complementary activities to

the extent of possible, as well as agree on a common strategy to approach the different stakeholders' groups without overburdening the user with repeated invitations to events.

- **Conflicts resulting from the diversity of visions:** Discussions that involve the participation of different stakeholders may go off-track or to undesired/unexpected directions, often conflicting values and objectives. When this happens, RAs will have the difficult task to manage the situation in a way to find solutions that satisfy all parties involved.

Mitigation action: The CoP will train RAs to moderate the debates while remaining in an impartial position. The ability to manage time control during the participants' interventions or to avoid the monopolisation of discussions are key skills to be covered in the training sessions. For what regards the execution of the LL activities, RAs shall plan for structured discussions targeting specific outputs, thereby avoiding major deviations in the central issues for discussion. The baseline to achieve this is provided in the implementation guidelines described in the present document, as it takes RAs through clear steps, targeting specific outputs that they shall achieve and report.



Photo by Massimo Virgilio on Unsplash

4. References

- Barnett, J. et al., 2014. A local coastal adaptation pathway. *nature climate change*.
- Bosomworth, K., Harwood, A. & Wallis, P., 2015. Adaptation Pathways: A playbook for developing robust options for climate change adaptation in Natural Resource Management. *Southern Slopes Climate Change Adaptation Research Partnership (SCARP), University Tasmania, and Monash University*.
- Bulter, J. et al., 2016. Priming adaptation pathways through adaptative co-management: Design and evaluation for developing countries. *Elsevier*.
- Djalante, R., Holley, C., Thomalla, F. & Carnegie, M., 2013. Pathways for adaptative and integrated disaster resilience. *Springer*.
- EU Farm Book, 2023. [Online] Available at: <https://eufarmbook.eu>
- European Comission - RRI Toolkit, 2016. RRI Tools. [Online]Available at: <https://rri-tools.eu>
- H. Kwakkel, J., Haasnoot, M. & E. Walker, W., 2014. Developing dynamic adaptive policy pathways: a computer-assisted approach for developing adaptive strategies for a deeply uncertain world. *Springer*.
- O'Connell, D. et al., 2019. Resilience, Adaptation Pathways and Transformation Approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). *CSIRO*.



ResAlliance

www.resalliance.eu