ResAlliance

Manual for facilitating good governance for enhancing landscape resilience

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Index

Abstract

This Manual provides a methodological and practical framework to support the creation and functioning of a Community of Practice (CoP). Its purpose is to equip facilitators, project partners, and stakeholders with the tools needed to promote knowledge exchange, capacity building, and collaborative forms of governance aimed at strengthening territorial resilience.

Grounded in the theoretical principles of landscape resilience and innovation governance, the Manual translates these concepts into practical tools and participatory approaches. It explains how a CoP can connect with territorial spaces for dialogue and co-creation—such as living labs or local working groups—and link to broader networks, thus supporting the dissemination and scaling of results.

The Manual builds on the experience developed within the ResAlliance project, where Resilience Ambassadors were trained to create and strengthen local networks among farmers, foresters, and other territorial actors to foster knowledge exchange and resilience-oriented practices.

The document outlines key methodologies for stakeholder engagement, facilitation, and communication, offering step-by-step guidance for planning, conducting and participatory activities. It also defines the role, skills, and training pathway of facilitators or "Resilience Ambassadors," who act as connectors between scientific knowledge and local practices.

By combining theoretical insights with practical tools, the Manual aims to enhance collaboration among territorial actors, support inclusive decision-making processes, and contribute to building more resilient and sustainable landscapes across diverse geographical contexts.

1. Background introduction

1.1 Landscape resilience and Good Governance

Across Europe—and especially in areas facing rapid environmental change—communities are experiencing increasing pressures: higher temperatures, reduced rainfall, water scarcity, land degradation, declining crop yields, and more frequent wildfires. These challenges cut across political and sectoral boundaries, yet responses often remain fragmented and focused on single issues.

To address these complex dynamics, an integrated landscape approach is needed—one that considers the ecological, social, and economic dimensions of a territory as interconnected parts of a single system. Landscape resilience refers to the ability of a landscape to cope with changing conditions while maintaining its essential functions and identity. This depends on key attributes such as diversity, connectivity, flexibility, participation, and accountability.

According to ResAlliance (Pingault & Martius, 2024), landscape resilience is the capacity of a landscape to persist under changing conditions—adapting and transforming when necessary—while maintaining its essential structure, functions, and identity. This highlights the need for holistic management that brings together environmental, social, economic, and infrastructural aspects.

Strengthening landscape resilience requires coordinated action across several dimensions:

Managerial — effective land and resource management;

Technological — innovation and digital tools;

Financial — long-term economic sustainability;

Governance — inclusive and transparent decision-making.

Good governance is particularly crucial. It involves open, responsible processes and strong collaboration among the many actors involved—farmers, forest owners, associations, NGOs, research centres, public authorities, and financial institutions. Only through shared direction and cross-sector cooperation can landscapes balance environmental protection with social and economic needs.

This Manual builds on these principles to support knowledge sharing, collective learning, and collaborative solutions for resilient territories. **It draws on the experience gained in the ResAlliance project, where communities of practice were activated to strengthen local networks and facilitate knowledge exchange among land managers**.

By promoting participation and shared responsibility, this approach helps territories enhance their capacity to adapt, recover, and thrive amid ongoing environmental change.

1.2 Why a Manual

Climate change, biodiversity loss, and land degradation are transforming Mediterranean landscapes faster than ever before. Farmers and foresters must now adapt to complex and interlinked challenges — from droughts and wildfires to economic and governance pressures.

This Manual was created to **support the development of more resilient landscapes** by guiding practitioners, researchers, and decision-makers in strengthening knowledge transfer, collaboration, and innovation across sectors. It provides **a structured yet flexible methodology** for designing and implementing the *Community of Practice (CoP)* — the key instrument through which ResAlliance connects people, knowledge, and solutions for resilience.

Due to the methodology used, this manual was created as a **dynamic tool**. It has evolved with new experiences, evidence, and practices emerging from the ResAlliance network, ensuring that the methods and lessons remain relevant and adaptable to local contexts.

1.3 Who the Manual is for

The Manual is designed for individuals and organisations involved in fostering collaboration, knowledge exchange, and resilience within territorial or sectoral networks. Its primary audience includes facilitators who act as bridges between research, practice, and policy, helping different actors connect, share insights, and co-develop solutions tailored to local needs.

It is also intended for:

Practitioners – such as foresters, farmers, land managers, and other professionals seeking practical approaches to strengthen resilience on the ground.

Researchers and educators – who aim to link local experimentation with broader scientific and methodological frameworks.

Policymakers and institutions – working to improve governance, coordination, and long-term planning for sustainable landscape and resource management.

By bringing these audiences together, the Manual supports collective learning and helps build a shared understanding of how resilience can be applied in practice. **This approach was adopted in the ResAlliance project, where the Manual guided Resilience Ambassadors in engaging local communities and facilitating knowledge exchange across regions.**

1.4 How the manual works

Use the following indication to navigate:

Part One introduces the concept of the Community of Practice, moving from its theoretical foundations to its practical application.

Part Two defines the role of Resilience Ambassadors, outlining their key functions, qualities, and responsibilities.

Part Three presents a set of stakeholder engagement and event facilitation techniques applied during the LandLab implementation.

Part Four offers key considerations and guidance to support the future replicability of the Community of Practice experience.

2. The Community of practice

"Communities of practice stimulate cross-organisation collaboration and knowledge sharing. These communities are 'groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly"

(Lave and Wenger, 1991 and 1996)[1]

A Community of Practice (CoP) is a group of people who share a common interest, challenge, or professional mission and learn how to address it better through ongoing interaction. What distinguishes a CoP from a simple network is its focus on continuous learning, trust-building, and the co-creation of practical solutions. Members exchange experiences, test new ideas, and transform individual insights into collective knowledge that benefits the whole community.

A CoP brings value because it connects actors who would not normally meet, encourages peer-to-peer learning, strengthens a shared identity around a common challenge, and supports innovation across sectors. Its core elements—**domain, community, practice, and learning** — create a dynamic environment where knowledge circulates, new perspectives emerge, and cooperative action becomes possible.

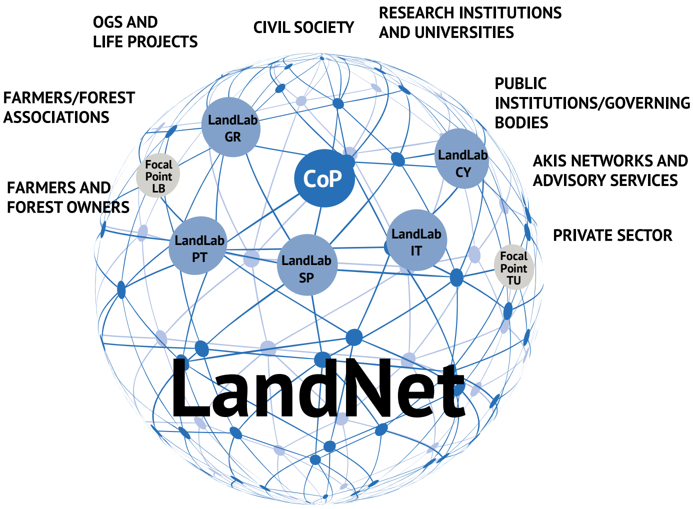
A **Community of Practice** is a **dynamic learning ecosystem**. It bridges gaps between disciplines and organisations, turns shared experience into collective intelligence, and strengthens the ability of practitioners to act together in pursuit of common goals.

2.1 From theory to real-world application

A CoP becomes especially powerful when it is anchored in real contexts, where practitioners face similar challenges and can experiment together. By blending formal and informal exchanges, and by adapting tools to local realities, a CoP helps turn scattered initiatives into a coordinated effort for change.

This Manual promotes a general methodology for designing and managing a CoP: creating a shared vision, fostering participation, enabling inclusive communication, and supporting continuous adaptation. Its purpose is to help any organisation build the conditions for long-lasting collaboration and knowledge exchange.

This approach was applied and tested within the ResAlliance project, where the CoP connected Resilience Ambassadors, local stakeholders, and knowledge hubs across Mediterranean regions. The experience contributed to refining the practical guidance presented in this Manual, making it suitable for replication in different contexts and territories.



1 Lave, J., & Wenger, E. (1991). Situated learning: Legitimate peripheral participation. Cambridge: Cambridge University Press. ISBN 0521423740 / 9780521423748. https://doi.org/10.1017/CBO9780511815355 Google Libri+2Cambridge University Press & Assessment+2
Wenger, E. (1996). How we learn. Communities of practice. The social fabric of a learning organization. *The Healthcare Forum Journal*, 39(4), 20–26. PMID 10158755.

CoP Activities:

1. To capacitate and support Resilience Ambassadors in stakeholder's engagement activities during the entire duration of the project.

2. To facilitate the Knowledge collection and transfer process from local level the LandNet, through the RAs work (including the Focal Points experience)

3. To monitor the CoP functioning as the engine of a Good Governance for the Resilience Landscape

In the context of ResAlliance project, the CoP has been defined as the **specialised core group of people who facilitate extraction, articulation and engagement of core issues raised during project dissemination and exploitation activities with the key target audiences, formulating solutions in a participatory and inclusive way to reach project goals and impacts.**

It was composed by:

- the Resilience Ambassadors: staff members of the consortium partners interacting with the local stakeholders.
- Staff members of the consortium partners involved in LandLabs activities in one of the five LanLab regions selected by the project: Northern Region [Portugal], Catalonia [Spain], Sardinia [Italy], Peloponnese [Greece] and Cyprus.
- the Community of Practice coordinator, which provides tools and competences to the Resilience Ambassadors to implement stakeholder engagement activities.
- The Land Labs coordinator, which coordinates the LandLab results.
- Focal Points: they are part of the CoP bringing their experience in the Mediterranean areas. They participate in specific ResAlliance events aimed to foster knowledge transfer.

The CoP has applied a combination of governance, engagement, and facilitation techniques, integrating digital tools, traditional communication channels, and local languages to ensure that discussions on land-use change are inclusive, proactive, and constructive. Success stories and effective examples of landscape governance are collected and shared to enhance learning and inform local contexts, strengthening the practical outcomes of the process. The results emerging from the LandLabs are then promoted and disseminated through the wider LandNet, ensuring that local lessons inspire broader regional transformation.

Conceived as a dynamic and enabling structure, the CoP has served as the project's core mechanism for scaling impact. It has supported the development of a roadmap and action plan for replicating governance models for resilient landscapes across other Mediterranean regions, which will be shared through LandNet to reach additional organisations and stakeholders.

Finally, the Focal Point countries — Lebanon and Tunisia — played an essential role in this process. They contributed experience and insights from territories facing advanced climate change impacts, reinforcing knowledge exchange between regions and ensuring that the Mediterranean as a whole benefits from shared learning and innovation.

2.2 The Role of the CoP in Strengthening Engagement and Learning

The CoP provides continuous support to the RAs throughout the entire process, helping them carry out stakeholder engagement and knowledge-sharing activities effectively. Its purpose is to strengthen the skills and tools that enable collaboration, ensure meaningful participation, and improve the overall quality of decision-making.

To achieve this, the CoP offers a set of practical tools and opportunities for learning, including:

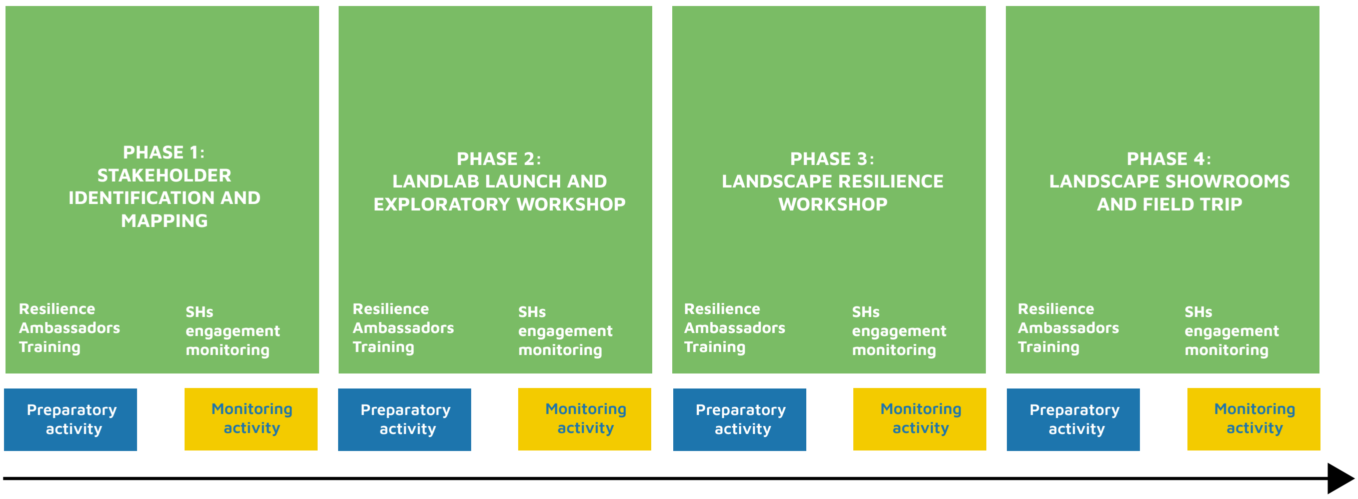
- **Training sessions**, where facilitators can acquire methods and approaches for engaging stakeholders and managing collaborative processes.
- **Regular meetings**, which create a space to reflect on progress, discuss challenges, and exchange insights gained from field experience.
- **Monitoring tools**, designed to track the level of participation and assess the effectiveness of engagement activities over time.

Because engagement and knowledge transfer are closely interconnected, the CoP works alongside other coordination structures to ensure coherence, quality, and consistency across different regions or groups involved. This collaboration helps maintain a shared direction and encourages the circulation of ideas, practices, and lessons learned.

An Executive Board oversees this process by supporting facilitators, promoting horizontal knowledge exchange, ensuring that guidelines are applied consistently and the results are achieved. It also provides an open space for discussion, where facilitators can compare experiences, identify common challenges, and learn from each other's successes and difficulties.

Overall, the CoP works as a platform that empowers facilitators, strengthens collaboration, and fosters continuous learning—helping territories and organisations build more resilient and inclusive approaches to managing natural resources and local development.

The combination of these instruments allows the CoP to experiment with the functionality of an Innovative Governance System applied to climate change hazards management.



3. Resilience Ambassadors

Resilience Ambassadors (RAs) are key facilitators who help bridge the gap between research, practice, and policy. Their role is to connect people, gather insights from the field, and support the co-creation of solutions that strengthen landscape resilience. Although the role was shaped and tested within the ResAlliance project, the concept is widely applicable to any initiative that relies on trusted local facilitators.

A bridge between knowledge and action

RAs act as connectors at the territorial level. They maintain close relationships with farmers, foresters, local authorities, practitioners, and civil society organisations, ensuring that different perspectives are heard and that practical needs guide decision-making. By translating scientific information into accessible knowledge—and local experiences into useful evidence—they help territories move from ideas to action.

What Resilience Ambassadors do

RAs take on a variety of tasks that sustain the CoP and contribute to shared learning:

1. **Engage stakeholders:** build trust, identify key actors, and ensure diverse voices are included.
2. **Facilitate dialogue:** organise and run workshops, meetings, and field visits where people can learn from each other.
3. **Gather local knowledge:** conduct interviews, collect testimonies, and use participatory tools to understand challenges and opportunities.
4. **Support knowledge exchange**: circulate good practices, identify transferable solutions, and help adapt them to different contexts.
5. **Connect scales and sectors:** link local insights with regional networks, scientific frameworks, and policy priorities.

Skills and qualities

Effective Resilience Ambassadors combine strong social abilities, practical understanding of territorial issues, and a genuine commitment to collaboration. While the role requires a broad mix of competencies, two characteristics stand out as particularly crucial: stakeholder engagement and facilitation skills. These capabilities shape the quality of interactions, the inclusiveness of decision-making, and the long-term impact of the CoP.

Stakeholder Engagement skills

Stakeholder engagement is essential not only for gathering knowledge from the field but also for building lasting relationships with local communities. Through regular interaction, RAs help create an environment of trust where farmers, foresters, civil society organisations, and public authorities feel encouraged to share experiences and express concerns. This relational work supports the monitoring of social and environmental dynamics over time, even beyond the duration of a project.

However, participatory approaches in natural resource management can be complex. They require time, clarity of purpose, and careful coordination. Without adequate engagement skills, there is a risk of low participation, limited motivation, inequitable representation, or lack of ownership over the process. For this reason, stakeholder engagement is a defining element of the RA role: it ensures that diverse voices are heard and that solutions are grounded in real needs and local knowledge.

Facilitation Skills

Facilitation is the ability to create and maintain a space where meaningful interaction can occur. It involves managing both the structure and the atmosphere of discussions so that conversations remain inclusive, constructive, and focused on shared goals. A skilled facilitator supports group dynamics, encourages respectful dialogue, and helps participants navigate differences in perspectives or interests.

Beyond individual meetings, facilitation also refers to the overall engagement process. Effective RAs help build trust among actors, foster cooperation across sectors, and guide relationships over time. This requires a combination of personal qualities—such as empathy, neutrality, clear communication, and a solution-oriented mindset—and practical skills, including agenda design, conflict mediation, and synthesis of complex information.

Finally, there are two characteristics that cannot be disregarded in Ambassadors individuation, in order to guarantee the realisation of an efficient stakeholder engagement process. The person has:

- to be a motivated and experienced professionals as coordinator
- to speak the local language, in order to get in touch easily and independently with the local Stakeholders.

A Developing Competence

These qualities are not fixed; they can be strengthened through training, mentoring, and direct experience in the field. As Resilience Ambassadors interact with diverse stakeholders and navigate real-world challenges, their skills deepen, making them increasingly effective in supporting resilient and collaborative landscapes.

The ResAlliance experience

Within ResAlliance, Resilience Ambassadors played a central role in activating and supporting the CoP across Mediterranean regions. They organised LandLabs, facilitated local exchanges, and contributed to the shared Mediterranean knowledge base. Their experience helped define the competences, tools, and support mechanisms needed to make this role effective—insights that are distilled into this Manual, so they can be applied and replicated in other territories and future initiatives.

4. Methodologies for stakeholder engagement

Stakeholder engagement was a central pillar of the project, ensuring that local knowledge, practical experience, and community perspectives shaped every phase of the work. To support this, Resilience Ambassadors were trained to apply a set of clear, adaptable methodologies that could be used across different regions while remaining sensitive to local contexts.

This chapter provides an overview of the **engagement process** and the **workshops** that structured it. Each workshop served a specific purpose in the broader journey—from identifying key actors and understanding local challenges, to co-designing solutions and showcasing results. For every step, Ambassadors applied dedicated methodologies designed to foster participation, encourage dialogue, and generate meaningful insights.

The stakeholders engagement and facilitation tools have been identified starting from the LandLab Manual, the implementation guidelines for the LandLab (LL) activities during the course of the project, aiming to standardise the procedures carried out by each Resilient Ambassador (RA) for the preparation of the activities, as well as the collection and uptake of results.

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.

On the basis of the objectives of each workshop, the CoP identified the stakeholder engagement and facilitation tools adapted to reach the knowledge transfer aims.

A series of trainings has been organised to provide the RAs with the capacity to implement these tools at local context.

The present chapter connect:

- **The overall engagement pathway**, from initial outreach to final knowledge sharing.
- **The main workshops**, described in a logical sequence that reflects how relationships and knowledge developed over time.
- **The methodologies used** in each workshop, explained in a clear and accessible way to help readers understand how they contributed to trust-building, learning, and collaboration.

Through this structure, the chapter offers a concise but comprehensive view of how stakeholder engagement was designed, implemented, and adapted throughout the project. It also provides a foundation for applying similar approaches in future initiatives that rely on collaborative processes and community-driven knowledge.

Phase 0: Initial setting and goal settings

Objective: Describe 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.

Activity: Collection of information on 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 are pursued in terms of landscape resilience.

Phase 1: Stakeholder identification and mapping

Objective: Initial identification and mapping of principal stakeholder organisations or individuals that will be involved in the local activities. The stakeholder identification performed in this step will make sure that sufficient diversity of stakeholders will be engaged in the forthcoming LL activities.

For those regional stakeholders that accept to be involved in the LL activities, the aim is 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.

Activity: Map and analyse the role of each interesting stakeholder for the project activities

Tools:

1. **Stakeholder Analysis**

   The stakeholder analysis methodology consists of three main steps:

   - **Mapping:** identification of key actors in the agricultural and forestry sectors, divided according to the project's thematic areas (management, governance, technology, finance).
   - **Classification:** Mapping stakeholders makes it possible to identify all potential actors. But stakeholders do not all have the same "power", and it may be useful to create a kind of ranking, which allows some to be selected at specific stages of a project. It means to assign a level of priority to each stakeholder based on criteria freely chosen by while implementing the tool (e.g. proximity, field experience, knowledge, political influence, interest).

   Scoring system: 3 = necessary, 2 = very important, 1 = less important, 0 = not relevant.

These are the main criteria emerged in ResAlliance project to define necessary stakeholders:

- **Proximity:** people who live close to, local companies and municipalities, capillary actors in the territory, etc.
- **Experience on the ground:** practitioners, people who carry best practices, producers, etc.
- **Knowledge:** experts on the topic, experts on the area
- **Effectiveness & Responsibility:** people who can make implementation more effective, with capacity to manage complexity, to implement, helpful in co-organizing, opinion leaders
- **Representativeness:** multi-roles actors, formal roles in companies, associations, public bodies, etc.
- **Political influence:** policy commitment at any scale
- **Interest:** people with clear interest in the event and in the topics, affected communities, project partners, etc.
- **New actors:** young entrepreneurs, new associations, people who can bring novelty

The prioritization of stakeholders is equally useful for two reasons:

- it allows at the invitation stage to focus energies mainly on the actors at the top of the importance ranking, and
- it makes the selection process more transparent and 'democratic' at later stages of the project in case fewer people need to be involved.

To facilitate the next work, we invite you to choose between 1 maximum 2 criteria.

In case of two criteria, we recommend performing the analysis separately and then summing the two scores.

- Visualization: graphical representation

There are various graphical frameworks that help visualise the engagement priority of the various stakeholders. We recommend two, based on the number of criteria used for prioritisation.

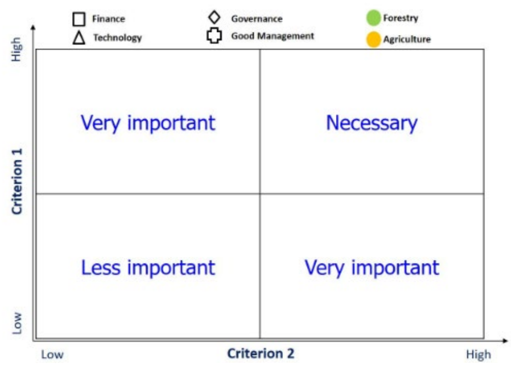
In both, remember to always use project themes to describe your stakeholders within the framework (in ResAlliance: Finance, Technology, Governance, Good Forestry/Agriculture Management)

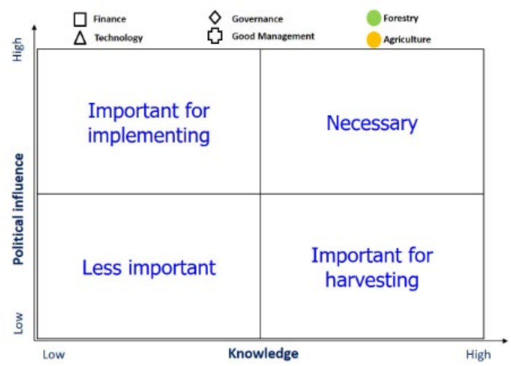
- **Radar diagram (for one criterion):** the radar diagram helps visualise essential stakeholders. Those close to the core should be considered as necessary stakeholders to be involved in all phases of the project; other stakeholders can be involved or just informed, according to the project phase.

The colour of the dot can be used to distinguish the sector (forestry or agriculture).

- **Double-entry diagram** (for two criteria, which could be both qualitative and quantitative.): it is useful for distinguishing which stakeholders to involve in different phases of the process. The color of the dot can be used to distinguish the sector (forestry or agriculture), while the shape of the dot can represent the category (Finance, Technology, Governance, Good Management).

Based on the criteria selected for the prioritisation of stakeholders, the boxes could take on different meanings. In the diagram below, for example, the use of the parameters "knowledge" and "political influence" allows the two "important" boxes to be given different nuances: experts should be involved more in the information-gathering phase, while those with political influence more in the convergence decision-making phase.





2. **Stakeholders involvement in local workshops**

   To successfully engage stakeholders in your participative workshop start from your stakeholder analysis and adapt the tone, content and level of detail of your invitation to each type of stakeholder.

   Below, some important step to consider:

   - **How to motivate stakeholders:** You must consider using a different motivation strategy depending on the stakeholder you are inviting. It could include different language registers, different contents, different engagement procedures.

   - **how to invite stakeholders:** Create a list of potentially interesting contacts and send a dedicated e-mail. The text, whose language must be easily understood by the type of person you are sending, should be as short as possible but contain useful links for further information.

   - **how to organise and promote the event:** A key point of the organisation is the creation of a form to collect registrations so you know how many people will participate. It's recommended to sending a confirmation email of the event one week before and a reminder email 2 days before asking them to let you know if they cannot come.

In summary: in this phase the tools combines participatory analysis and strategic communication to ensure balanced engagement of diverse stakeholders and the overall success of the LandLab activities.

Phase 2: LandLab Launch and Exploratory workshop

Objective: Identify best practices and understand emerging issues and needs, leading to the determination of desired changes for the future to achieve goals and vision.

Activity: Organisation of 1 day 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.

Tools:

1. **Interactive map:** An interactive map is a visual tool displayed during the event that allows participants to actively contribute information by placing coloured sticky dots on a regional map. Each participant marks the area where they primarily live, work, or feel most influential, using a colour that represents their sector (e.g., yellow for agriculture, green for forestry).

   The objective of the interactive map is to visually capture the territorial and sectoral distribution of participants in real time. It helps: understand which areas and communities are represented, identify potential gaps or areas with strong engagement, stimulate interaction and dialogue among participants, create a shared sense of belonging to the territory.

This quick, participatory tool provides immediate insights and enriches the event with a collaborative, engaging activity.

2. **Word Cafè technique:** The World Café is a participatory method that allows many people to work simultaneously in small, parallel sub-groups. Participants sit at different tables (5–10 people per table) and discuss the same guiding question posed by the facilitator. Each group captures key ideas on posters placed on the tables. To support self-management, simple rules and role assignments (e.g., moderator, timekeeper, note-taker) are provided at the start and displayed on each table.

   The objective of the World Café is to: generate collective intelligence by gathering perspectives from multiple small groups; encourage active participation from everyone, even in large groups; create a relaxed, informal environment where people feel comfortable sharing ideas; Identify common themes, insights, or solutions emerging across tables; build connections among participants and stimulate peer-to-peer dialogue.

   This method is ideal for exploring complex topics, co-creating ideas, and strengthening group engagement.

3. **Timeline of changes techniques:** it is a participatory tool used to reconstruct the main events, shifts and trends that have influenced a sector or territory over a specific period—usually the last 10 years. Large posters are prepared with a horizontal timeline, starting from the past and ending with "today." Participants are invited to write directly on the timeline, using markers placed on the table, noting key changes they have observed in the agricultural or forestry sector. This collective contribution creates a shared visual narrative of the sector's evolution.

   The objectives of this technique are: identify major changes and turning points that have shaped the sector over time; capture diverse perspectives and lived experiences from different participants; stimulate discussion, reflection and memory-sharing in a structured way, build a common understanding of the sector's past dynamics and current context; provide a foundation for future planning, helping the group see patterns, challenges and opportunities.

   This tool is particularly useful at the start of participatory processes to align perceptions and create a shared reference point for the work ahead.

4. **Hybridisation in Gallery technique:** it is an interactive method used to present and share the results of group work in a dynamic, informal way. The outputs produced during previous sessions (e.g., posters, notes, diagrams) are displayed around the room like an art gallery. Participants walk freely through the space, read the materials, and engage in conversations directly with the groups or individuals who produced them. This setup encourages movement, curiosity, and spontaneous exchanges.

   The main objectives are: facilitate active and engaging knowledge sharing, rather than passive presentation; encourage cross-pollination of ideas ("hybridisation") by allowing participants to learn from other groups' work; promote interaction and dialogue among participants in a relaxed, informal setting; give visibility to all contributions, enabling everyone to explore the full range of outputs; strengthen collective understanding by allowing people to compare insights, identify patterns, and build connections across groups.

   This method is particularly effective for wrapping up participatory sessions and helping participants integrate and reflect on the collective results.

5. **Case Clinic technique:** it is a structured group interview in which one participant—the case giver—presents a real and concrete case, challenge, or situation they are currently facing. A small group of peers then acts as "consultants," asking questions, sharing reflections, and offering perspectives to help the case giver gain new insights. The process follows a clear sequence guided by a facilitator, ensuring that everyone contributes constructively and that the discussion remains focused on the case giver's needs.

   The Case Clinic objectives are: support problem-solving through collective intelligence and peer consultation; provide the case giver with new perspectives, ideas, and possible ways forward; encourage active listening and reflective dialogue within the group; foster trust and collaboration among participants by sharing real challenges; strengthen learning, as both the case giver and consultants benefit from the exchange.

   This technique is particularly effective for exploring complex situations, making decisions, and unlocking innovative solutions through diverse viewpoints.

In summary: *The LandLab Launch and Exploratory Workshop methodology* integrates networking, participatory analysis, and collaborative learning.

By combining creative facilitation tools and structured data collection, it enables stakeholders to **co-produce knowledge, share best practices, and strengthen territorial cooperation** toward a more resilient and sustainable Mediterranean landscape.

Phase 3: Landscape Resilience Workshop

Objective: to promote the exchange, adaptation, and adoption of best practices among LandLabs with similar territorial and climate challenges to strengthen integrated and more resilient land management approaches.

Activity: Organisation of 2-days 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.

Tools:

1. **Best Practices from other contexts:** this is a technique that allows to share knowledge between different contexts. A number of selected examples from other regions are invited to share their experience directly with participants. Each best practice is presented by those who implemented it, allowing participants to understand the context, steps, challenges, and results. The session is designed to be interactive, encouraging questions, dialogue, and reflection to help participants connect the shared experience with their own territorial realities.

   The presentation of each best practice has to show in a clear way FACILITATIONS and OBSTACLES, in order to facilitate local stakeholders in the comparison activity.

   This frontal session includes a plenary part, where participants can make questions to the invited persons from another context, in order to collect more information possible.

   The objectives of this technique are: inspire participants by showcasing concrete, successful solutions from other regions; facilitate learning through real-world examples that illustrate how challenges similar to theirs have been addressed; stimulate critical thinking and discussion on how these practices could be adapted locally; lay the groundwork for transferability, helping participants identify elements that could strengthen resilience in their own territory.

2. **Word cafè technique:** in this case, the Word cafè is facilitated with a guideline paper, in order to give to the participants the right indication in sharing information toward the reaching of the final outputs.

The groups are created on the basis of the best practices chosen (one best practice can be covered by more groups).

5 word cafè rounds can help to reach the output:

- **Round 1:** each member of the group present itself;
- **Round 2:** each group will discuss on Facilitators (left column): commonalities and differences
- **Round 3:** each group will discuss on Obstacles (right column): commonalities and differences
- **Round 4**: each group discuss on the Future scenario

During round 2, 3 and 4 the participants are invented to go snooping around the neighbours. After 15 minutes, they are invited to browse the outputs of the neighbouring table and then return to their table to integrate the matrix.

At the end of the exercise, all participants who worked on the same topic come together in a single group to consolidate the discussion. With the support of a designated storyteller, they share and synthesise all the insights, ideas, and suggestions that emerged during the World Café sessions. This moment allows the group to integrate their contributions, highlight common themes, and present a coherent summary back to the plenary.

3. **Field visit:** The Field Visit is a participatory learning technique in which participants are guided to real-world sites that exemplify relevant practices, challenges, or opportunities connected to the workshop's themes. By observing concrete experiences directly in the field, participants gain a deeper, more contextual understanding of the topics discussed during the workshop and are encouraged to reflect on how similar innovations could be adopted or adapted in their own territories.

Key characteristics of this technique:

- **Experiential learning:** Participants learn through direct observation of real cases, moving from theory to practice.
- **Relevance-based selection:** The sites visited are chosen for their significance and potential to inspire innovation aligned with the workshop themes.
- **Structured reflection:** The visit includes guiding questions or tools (e.g., reflection sheets) to help participants connect what they see with prior discussions and identify actionable insights.
- **Interactive engagement:** Participants interact with local practitioners, ask questions, and exchange perspectives.
- **Organisational flexibility:** The technique can be adapted to different contexts, durations, and logistical conditions.
- **Documentation opportunity:** The activity allows for producing photos, videos, and interviews that can support communication and knowledge-sharing efforts.

Phase 4: Landscape Showrooms and Field Trip

Objective: This phase creates a dedicated space where solution providers and regional stakeholders can meet and explore concrete ways to strengthen landscape resilience. Through a showroom of ready-to-implement solutions—from technologies and financial tools to land management practices and governance models—the aim is to promote transferability and inspire uptake in other regions. Stakeholders are invited to give feedback on the solutions presented, helping assess their relevance and potential impact.

Activity: 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.

Tools:

Solutions Showcase: The Solution Showcase is an interactive exhibition method designed to present a wide range of solutions—typically 15 to 20—to a large group of participants. Each solution is displayed through a poster and briefly presented by its provider, who outlines the solution, the thematic area it belongs to (governance, management, technology, or finance), and its potential relevance for landscape resilience. The technique creates an open, dynamic environment where participants can move freely, interact directly with solution providers, and contribute by identifying limitations and opportunities for implementation. This collaborative, marketplace-style setting encourages knowledge exchange, stimulates dialogue, and supports the early assessment of transferability of each solution.

Here are the main steps to follow:

Step 1: Set up the space

- Prepare an open room with no chairs to allow free movement
- Create 5 corners, each displaying 4 posters (already hung before the workshop)
- Place a flipchart in each corner with a structured framework to capture: Limitations for implementation; Opportunities for implementation

Step 2: Prepare the materials

- Ensure each poster clearly shows: the name of the solution; a concise description; the solution provider; the thematic area (in this case, governance, management, technology, finance);
- Guests may bring additional materials (flyers, examples, computers with videos).
- Display arrows or signals indicating which solution is being analysed in each round.

	Corner 1	Corner 2	Corner 3	Corner 4	Corner 5
Round 1	REAQUA	REDWINE	Water cycle in pig farms	Water-Smart Food System	WETinAGRI
Round 2	Blue-cycling	CLEANLEACH	HYDROUSA	SOS AGUA XXI	Farmers ask support
Round 3	Finnish approach	Ground Water Recharge	LIFE H2OLOCK	LIFE MICACC	Horticulture farm

Step 3: Organize the rounds

- Conduct 4 rounds of 15 minutes each
- In every round, one solution provider ("owner") stands at their poster within each corner to explain it.
- The providers rotate at the sound of a bell, moving to the next poster according to the designated sequence.

Step 4: Participant engagement

- Participants move freely across corners, asking questions to the current "owner";
- They write directly on the flipcharts the limitations and opportunities they identify for each solution;
- The dynamic is facilitated by the Ambassador and experts, ensuring flow and timing.

Step 5: Collect outputs

- At the end of all rounds, the flipcharts contain a structured overview of perceived challenges and opportunities for all solutions.
- This documentation is used to assess potential transferability and guide further discussion in subsequent workshop phases.

5. Conclusions: insights and strengths for replicating the CoP approach

This final chapter brings together the key reflections that emerged throughout the Community of Practice pathway. Over three years of activities, Ambassadors experimented with a wide range of facilitation tools, engagement methods, and learning formats. Their experiences—rooted in different socio-ecological and cultural contexts—offer valuable insights into what supports or limits the replicability of this approach, and what elements can be successfully transferred to future initiatives.

A central component of the process was the adoption of reflexive monitoring, a flexible evaluation method used to capture learning as it unfolded. After each training session, Ambassadors were invited to reflect on their ability to apply the tools, manage stakeholder interactions, and strengthen specific facilitation skills. This continuous feedback loop helped the training team adapt materials, adjust methods, and respond to emerging needs, while also supporting Ambassadors in recognising their own progress. Although based primarily on personal reflections rather than comparative metrics, this approach provided rich qualitative insights that helped improve the training journey step by step.

A key aspect of the process was the use of reflexive monitoring, a flexible evaluation method that helped capture learning as it happened. After each training, Ambassadors reflected on their ability to apply the tools, manage stakeholder interactions, and strengthen specific facilitation skills. This continual feedback loop allowed the training team to adapt materials and methods while supporting Ambassadors in recognising and consolidating their progress. Although based mainly on personal reflection rather than comparative indicators, this approach generated rich qualitative insights and strengthened the learning journey over time.

Looking back across the pathway, several strengths clearly support the replicability of the ResAlliance model:

1. **Multidisciplinary competence development** Ambassadors combined facilitation, communication, data collection, and technical skills, becoming effective connectors between communities, scientists, and decision-makers.
2. **Flexibility and adaptability** The training guidelines were intentionally open and context-sensitive, enabling Ambassadors to adapt tools to local realities and apply them creatively.
3. **Blended learning format** The alternation between online and in-person activities ensured continuity, reduced costs, and fostered meaningful peer relationships and collaborative problem-solving.
4. **Progressive and iterative learning**. Successive workshops built on previous experiences, reinforcing learning through a cycle of training, application, reflection, and refinement.
5. **Peer-to-peer learning and community building**. The Community of Practice strengthened mutual support, collective intelligence, and long-term cohesion within the Ambassador network.
6. **Alignment with project milestones**. Training sessions were strategically scheduled to coincide with key project phases, allowing Ambassadors to immediately apply new skills in real contexts.
7. **Empowerment and motivation**. The participatory approach enhanced Ambassadors' sense of ownership and confidence, motivating them to lead stakeholder engagement processes effectively.
8. **Transferable and scalable methodology**. The modular, adaptive, and iterative structure of the training can be easily replicated in other regions and projects aiming to improve governance, engagement, and landscape resilience.

Together, these strengths form a solid foundation for replicating the Ambassador model within a wider Community of practice in future initiatives. The ResAlliance experience demonstrates that with the right balance of flexibility, structured learning, and peer support, it is possible to build local capacities that foster collaborative governance and long-lasting resilience.

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