In times of a changing climate and an unprecedented loss of biodiversity, development interventions must balance and reconcile the needs of people and nature. Helvetas holds a track record of decades of people-centered development activities that assure the sustainable management of natural resources. Helvetas implements projects that apply a “landscape approach” in a dozen countries. This is a territorial approach that identifies and unites the often widely varying stakeholders under a common vision to develop the area in a sustainable and equitable manner, based on a holistic context analysis. This document introduces what is meant by a landscape approach, describes the approach’s key characteristics, and highlights its strengths and challenges based on the practical experience of Helvetas in Africa, Asia, Latin America and Eastern Europe.
ABOUT HELVETAS

Helvetas is committed to a just world in which all men and women determine the course of their lives in dignity and security, using environmental resources in a sustainable manner. Reaching the latter means dealing with land, water, forests and pastures in systemic manner that assures a balanced benefit for people and nature. We are an independent development organization based in Switzerland, with affiliated organizations in Germany and the United States. We work in more than 30 developing and transition countries in Africa, Asia, Latin America and Eastern Europe, building on our experience of over six decades of supporting development activities in the Global South.

HOW WE WORK

Helvetas adopts a partnership approach to development, seeking to understand the local context and to work in collaboration with multiple stakeholders to find sustainable solutions. We implement projects, provide thematic and methodological advice, and engage in policy dialogue as appropriate at local, regional and international levels. Our experience shows that sustainable development, including the sustainable management of natural resources, requires long-term commitment and engagement with communities, governments and the private sector.

HELVETAS’ JOURNEY TOWARDS A LANDSCAPE APPROACH

People-centered systems thinking has been a part of Helvetas’ DNA for decades. A global capitalization and reflection process on landscape approaches dates back to 2009, and resulted in the publication “Forests, landscapes and governance: multiple actors, multiple roles.” It is based on experiences with community-based forestry projects in Bhutan, Nepal, Vietnam, Central Asia, Central America and the Andes. At this time, Helvetas’ interventions already aimed at balancing the interests of the users of natural resources with the conservation of these resources. In the early 2000s, common property resources such as forests, pastures, lakes and the sea were much more at the center of attention of the international development agenda as compared to today. In parallel, targeting privately managed agricultural land, Helvetas pioneered the promotion of sustainable production methods such as organic cotton in Africa and Central Asia, organic cocoa in East Africa and Latin America and, more recently, sustainably produced rice in Asia. Through these interventions Helvetas gradually shifted from supporting selected actors along the value chains to a systemic approach, which was first called “Making Markets work for the Poor,” later known as “Market System Development,” and today is simply “Inclusive Systems.” At the Earth Summit in 1991 the global community acknowledged with the three Rio conventions on climate change, loss of biodiversity and degradation of land the importance and urgency of these three environmental issues. Since then, global warming has accelerated, the loss of biodiversity is progressing at an unprecedented rate, and fertile land is disappearing globally due to encroachment and erosion. Humankind is confronted with compounding problems of a growing population, increasing disparities, climate change and the loss of biodiversity.

One of many solutions to this situation: systemic thinking combined with targeted interventions across sectors. The interventions take place within a defined geographical territory covering both common property and private resources in a multi-stakeholder process. This is called the landscape approach.
HELVETAS’ UNDERSTANDING OF THE LANDSCAPE APPROACH

To date there is no widely agreed definition what “landscape approaches” represent conceptually. The following one best describes Helvetas’ understanding of the Landscape Approach:

“A conceptual framework whereby stakeholders in a landscape aim to reconcile competing social, economic, and environmental objectives. It seeks to move away from the often-unsustainable sectoral approach to land management. A landscape approach aims to ensure the realization of local level needs and action (i.e. the interests of different stakeholders within the landscape), while also considering goals and outcomes important to stakeholders outside the landscape, such as national governments or the international community” (The Little Sustainable Landscapes Book, 2015, p. 11).

Helvetas aligns its landscape approach interventions with the ten principles outlined by Sayer et al. (2013), see Figure 1, which underscores adaptive management, active stakeholder engagement, and the pursuit of multiple objectives. The SDC Nature Conservation Project in North Macedonia (2011 – 2024) prepared a blog post, on what these principles mean in practice.

Figure 1: Ten principles of the landscape approach based on Sayer et al. 2013
The key characteristics of the landscape approach employed by Helvetas can be outlined as follows:

**Territorial:** The landscape approach is implemented within a clearly delineated geographical territory. The boundaries can be either jurisdictional or geographic, encompassing areas such as watersheds, protected conservation areas, regions with High Carbon Stock and High Conservation Value, as well as value chains destined for domestic or global markets.

**Inclusive:** The landscape approach adheres to the fundamental principle of "Leave no one behind." This specifically refers to safeguarding the access rights of marginalized groups, including Indigenous Peoples, to natural resources such as land, forests, pastures, and water.

**Multi-stakeholder:** The landscape approach serves as an overarching framework that integrates the efforts of the state, private sector, and civil society organizations within a collectively defined area, guided by a shared landscape management plan.

**Empowering:** An integral component of the landscape approach is the establishment of a governance structure for the area, enabling primary stakeholders to voice their perspectives and concerns.

**Systemic:** The landscape approach adopts a systemic approach that addresses root causes and avoids market distortions. Through this method, we strive to achieve socially, economically, and politically sustainable impacts that endure and extend beyond our support.

Figure 2: Schematic view of a landscape before and after an intervention (© Helvetas/Nadine Unterharrer, 2020)

Figure 2 exemplifies the need for interventions at various levels: The trajectory towards a sustainable future involves extending efforts beyond specific value chains to transform entire landscapes into Verified Responsible Sourcing Areas.
IMPLEMENTING THE LANDSCAPE APPROACH

Drawing on insights from numerous landscape projects, Helvetas has formulated a refined landscape project management cycle, illustrated in Figure 3 below. This cycle integrates the diverse land uses and interests of user groups through a participatory management process. Starting with defining landscape boundaries and identifying key stakeholders, it proceeds with a comprehensive context analysis. The subsequent steps, including establishing a multi-stakeholder platform and assessing the landscape with its potentials and challenges, usually unfold concurrently.

The outcome is a collaboratively devised management plan, underpinned by a governance structure outlined by the stakeholder platform. This management plan serves as a means to attract funding sources that the landscape might otherwise not be able to access. Depending on the requirements, investors may include the government, private companies, philanthropic organizations, or community groups. Financing possibilities encompass climate finance or nature finance, such as payments for ecosystem services, on and off-farm carbon projects, or biodiversity credits. Based on funding availability, the management plan is implemented, and prescribed activities are monitored and evaluated.

Aligned with the diverse facets of a landscape management plan, monitoring proves often challenging and necessitates coverage across the three dimensions of sustainability. These dimensions include economic aspects, ensuring a living income for primary stakeholders; social considerations, aiming to reduce income disparities and enable equitable resource access; and ecological aspects, emphasizing sustainable land use, maintained or enhanced forest cover and biodiversity, and reduced greenhouse gas emissions. This approach ensures a balanced consideration of local population needs, ecosystem services, and nature conservation objectives.

Figure 3: Intervention cycle for the adaptive management of productive landscapes (based on Helvetas Madagascar, 2020)
ENTRY POINTS

Our landscape interventions operate through three primary entry points:

1. **Value Chains for Sustainable Agri-Food Systems**: Entry into landscape development frequently occurs through key value chains, particularly commodity crops like cocoa, coffee, rice, or cotton destined for domestic or international markets within productive landscapes. These initiatives are commonly driven by private sector companies that invest in transformative changes to meet their commitments to achieve net-zero emissions, biodiversity preservation, no-deforestation, and to comply with national and EU regulations, including the newly introduced EU Deforestation Regulation. The trajectory towards a sustainable future involves extending efforts beyond specific value chains to transform entire landscapes into Verified Responsible Sourcing Areas.

2. **Biodiversity and Environmental Conservation**: Interventions concentrated on the conservation or regeneration of nature and biodiversity often follow a watershed logic and incorporate nature-based solutions and ecosystem services. The government assumes a pivotal role, functioning as a regulatory authority, particularly for protected areas, and as a funding source for public goods. Nature conservation NGOs also frequently play a crucial role in these initiatives.

3. **Access Rights for Disadvantaged Groups**: In this domain, our emphasis is on guaranteeing the sustainable and just stewardship of resources vital to the livelihoods of local communities, particularly those comprising Indigenous Peoples. This entails, at times, legally acknowledging established indigenous management systems. Frequently, it involves proactive measures to incorporate the most marginalized groups, notably women, collaborating with them to advocate for their rights to access and utilize natural resources. Further, recognizing land tenure rights is a critical prerequisite for advancing enhanced land management and promoting sustainable development.

The cocoa supply chain is often a primary entry point for collaborative activities through landscape approaches.

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STRENGTHS AND CHALLENGES OF THE LANDSCAPE APPROACH

In Helvetas’ experience, the fundamental characteristics of the landscape approach—territorial, inclusive, multi-stakeholder, empowering, and systemic—serve as its primary strengths. However, the main challenge lies in navigating the complexity and diverse array of stakeholders.

**Strengths**

- provides a comprehensive response to the complexity of reality by tackling various dimensions within inhabited ecosystems, including climate change and biodiversity.
- unites diverse interest groups to collaborate towards a common goal, grounded in shared interests, and actively ensures the representation of disadvantaged and indigenous groups.
- avoids singular value chain interventions, opting for a holistic vision with the potential for scalability and broader impact.
- helps identifying and prioritizing urgent and impactful activities within a landscape.
- allows the engagement of all relevant actors, with the potential for growth from a small intervention to a comprehensive program that attracts funding from various sources.
- offers a frame that facilitates the implementation of nature-based solutions, addressing climate change resilience, erosion control, and downstream water supplies.

**Challenges**

**Reconciling diverging interests:** Inherent to a multi-stakeholder approach are conflicting interests between different user groups, and production versus conservation goals. Addressing these challenges requires a credible process facilitator accepted by all stakeholders, fostering trust through transparency and fairness, and allowing sufficient time to build relationships.

**Time requirement:** Landscape processes must be planned with a long-term perspective. The real impact will only become visible over a period of several years. This demands a long-term vision and patience from investors, coupled with effective expectation management for beneficiaries.

**Dealing with complexity:** Implementation of the landscape approach is demanding at various stages. This involves defining system boundaries and stakeholders, conducting context analyses, and managing the complexity of impact indicators. Effective monitoring and evaluation require a smart system combining indigenous knowledge with modern technologies such as remote sensing, drones, and artificial intelligence.

**Capacity gaps:** Involving multiple governmental partners at different administrative levels may pose challenges, especially in fragile contexts or with frequently rotated public servants. Capacity limitations, particularly in spatial planning, which is typically a government responsibility, may be encountered.
WHY HELVETAS?

Helvetas has extensive experience in facilitating multi-stakeholder processes, a crucial element of the landscape approach. Helvetas takes hereby a facilitator role, working mainly with and through national partners. With it's decade-long presence in partner countries, Helvetas is well-equipped to leverage the strengths of the landscape approach and address inherent challenges:

**Long-Term Engagement:** Helvetas commits to long-term engagement, often spanning decades, in its partner countries. This allows the building of a reputation as a reliable partner and establishing robust networks with civil society organizations, government entities, and private actors.

**Thematic Expertise:** As a thematically broad organization, Helvetas unites expertise in climate resilience, sustainable value chains, and livelihood development and governance. The experts in Helvetas’ [Advisory Services](https://www.helvetas.org/en/services) complement the context knowledge of Helvetas country programs with necessary technical and thematic expertise.

**Legitimacy and Credibility:** The combination of long-term presence, thematic expertise, and independence as an international organization provides Helvetas with the legitimacy and credibility to facilitate multi-stakeholder planning processes, and the establishment of landscape management plans exemplified in cases like North Macedonia.

**Proven Track Record:** Helvetas has a robust track record of private sector engagement, translating sustainable resource use into business cases and combining systemic interventions in global and local value chains with natural resource conservation.

Figure 4 delineates the diverse thematic competencies and areas of intervention necessary for implementing a landscape approach, exemplified by a landscape initiative in Tanzania—Regenerative Production Landscapes (2018-2028). Landscape approaches are often led and implemented by the Helvetas thematic competence area [Water, Food and Climate](https://www.helvetas.org/en/services) which focuses on ensuring sustainable water supply, robust food systems, and climate resilience.

As a comprehensive strategy, the landscape approach frequently encompasses thematic interventions associated with Helvetas’ competence areas of [Skills, Jobs, and Income](https://www.helvetas.org/en/services), which promotes inclusive and sustainable market systems. To navigate conflicting interests among stakeholders, it addresses aspects falling within our thematic competence areas of [Voice, Inclusion and Cohesion](https://www.helvetas.org/en/services), focusing on governance and participation. Consequently, the landscape approach demands interdisciplinary competencies, all of which are aptly reflected in Helvetas' organizational profile.
WHERE WE APPLY THE LANDSCAPE APPROACH

The map below depicts single interventions implemented by Helvetas in ten countries in Africa, Latin America, Asia, and Eastern Europe employing the landscape approach. The subsequent section provides more detailed descriptions of selected projects.

LANDSCAPE APPROACH
PROJECT PORTFOLIO
Regenerating and diversifying production landscapes

The central Corridor of Tanzania supports a wide range of species and ecosystems, including tropical forests, grasslands, wetlands and savannas. Within or bordering this region are renowned national parks such as the Serengeti and Wembere, home to some 25% of all of Africa's mammal species.

The landscapes outside these national parks and conservation areas have been severely degraded by deforestation, overgrazing, erosion and unsustainable farming practices. Water scarcity and changing rainfall patterns induced by climate change form an additional threat to ecosystems and agricultural production.

Four ongoing projects in the region aim to restore the landscape synergistically: The Laudes Foundation project takes a landscape approach to villages producing organic cotton by supporting environmental village councils to address deforestation and overgrazing. Two methods are supported: “farmer-managed natural regeneration” (allowing systematic re-growth of trees from remaining tree stumps) and half-moon bunds (creation of mini rainwater catchments to allow rapid re-growth of grassland areas). Both are embedded within official spatial planning processes, thereby deliberately connecting remaining habitats and biodiversity hotspots to create biodiversity corridors.

The Green Production Landscape Project (donor: DANIDA) aims to transform the prevailing cropping systems towards more systematic and climate-resilient crop rotations. The Ukipanji project supported by the Irene M. Staehelin Foundation focuses on women and women’s groups to support their active participation in agroforestry, landscape restoration and decision making within spatial planning processes. Participating women are particularly supported to achieve formal land titles.

Results

This project cluster aims to:

- Improve the livelihoods of 60,000 farming households in around 50 villages.
- Create biodiverse and climate-resilient landscapes on communal land and farmland alike, ensured by long-term multi-stakeholder compacts that are fully embedded within local and regional spatial planning processes.
- Restore 20,000 ha of eroded, deforested, or overgrazed land.
Climate-resilient landscapes through multi-stakeholder dialogues

The project Climate Resilient Cocoa Landscape Sambirano is situated in the Sambirano River watershed in the northwest of Madagascar. The project's goal is to limit deforestation, restore degraded ecosystems and strengthen the farmer’s resilience to climate change. The ambitious initiative is broadly supported by the private sector, regional authorities and international donors and has a focus on landscape restoration and a sector-wide adoption of climate-resilient farming practices and agroforestry systems reaching over 5,000 cocoa farmers. The central governance mechanism, the “Comité de Gestion de Bassin Versant Sambirano” (COGEBS), will be supported in its role to reconcile the interests of the different stakeholders and to coordinate interventions at the landscape level. Landscape restoration and reforestation interventions will be implemented in highly degraded areas to reduce soil erosion and increase carbon sequestration and biodiversity, while generating income. Furthermore, carbon emissions from deforestation will be reduced by decreasing the demand for charcoal, an important deforestation driver in the region.

The project will scale up the dissemination of efficient cooking stoves in the region and mobilize additional finance for restoration activities to

preserve ecosystem services of the wider landscape.

At the farm level, best practices on climate-smart agriculture, agroforestry systems and income diversification will be promoted following a Training of Trainer approach. The project also tackles land tenure security in priority areas to make sure that the right to harvest tree products is clarified, being an important incentive to invest in agroforestry and reforestation.

Results

- Based on an in-depth landscape assessment, priority zones for conservation and carbon stock and ecological restoration were identified and incorporated into land use plans to guide the landscape restoration interventions.
- 5’000 farmers are trained on agroforestry systems, revenue diversification, and climate-smart agriculture, contributing to more sustainable and resilient agricultural practices and increased income for farmers.
- Distribution of subsidized efficient cooking stoves will reduce pressure on forests and save up to 100’000t CO2 emissions.
Combining income from Non-Timber Forest Products (NTFPs) with forest conservation

The Northern highlands of Laos PDR are home to diverse ethnic groups who have traditionally practiced slash and burn cultivation, rotating the plots they clear on the steep forested slopes. This way of life, however, is increasingly unsustainable. Developments such as dams, mining and contract farming have shrunk the area available for traditional cultivation practices. The rich, biodiverse forests are increasingly under threat.

The project PHOLIN works in 21 villages in Phongsaly province, collaborating with the District Forest and Agriculture Office (DAFO) to map the village territory (a landscape of some 1,200-4,000 ha) in a participatory, government-approved process. The land is zoned into different use categories according to suitability. Some zones are designated as protected forest or as agricultural land, but most land is categorized as conservation forest. This means that non-timber forest products (NTFPs) can be cultivated and harvested sustainably, provided the forest is not cleared. PHOLIN supports village women and men to form producer groups to negotiate better prices with traders, and to understand and develop markets for the NTFPs that they produce. These include cardamom (especially Amomum xanthoides), red mushrooms (Russula spp), bamboo shoots, benzoin (Styrax tonkinensis), broom grass and galangal. The main market is Chinese, but other opportunities are being investigated.

Results

- The mapping and zoning of the village territories, working in strong collaboration with DAFO and local government, which now seeks to replicate the process more widely.
- Elucidation of the cardamom value chain, the traders involved and the pricing regimes for different types of cardamom.
- The formation of village producer groups with a common fund (paid from premiums obtained from traders). This fund will become a source of low-interest loans for members to test and develop new sustainable livelihood initiatives, including NTFP processing.

CLIENT/ FUNDING SOURCE: Happel Foundation and other private foundations
KEY PARTNERS: DAFO, District Forest and Agriculture Office and PAFO, Provincial Forest and Agriculture Office, Phongsaly Province, Laos PDR
DURATION: 2020-2024
VOLUME: CHF 1,500,000

Lee Dao Bounpheng stands in front of her cardamon plot shaded by natural forest in Om Loung village, Phongsaly Province. © Helvetas
Fair and Good – for People and Planet

Many smallholder rice farmers in northern India and northeast Thailand struggle to have sufficient livelihoods and are often indebted. Increasing droughts or floods due to climate change, low market prices and high costs for agricultural inputs result in low net revenues. In addition, unsustainable farming practices pose a serious threat to local ecosystems and biodiversity.

The Organic and Fairtrade Rice Project supports small rice farmers in India and Thailand to improve their livelihoods through organic farming and access to markets via a direct long-term partnership with Coop Switzerland. A project of the Reismuehle Nutrex, a division of Coop, it works in close collaboration with local partners, producer organizations and companies in India and Thailand. Helvetas advises the project thematically. The innovative project set-up creates a win-win situation for farmers, businesses, consumers and the environment. The project began by working with 4,500 family farms in India and Thailand to convert to organic production and to sell their Basmati or Jasmine rice under fair trade conditions. This rice is now sold by Coop in Switzerland.

In 2022, the Coop Sustainability Fund agreed to a new follow-up project that looks beyond the rice value chains, adopting a landscape approach that addresses two salient issues:
1) Which interventions are required to assure that farmers gain an adequate living income?
2) Which interventions are required to assure sustainable rice production into the future? That is, mitigating the negative effects of rice production on greenhouse gas emissions and water consumption, building farmer resilience and enhancing biodiversity?

Results

- In 2022, 2,800 farmer families profited from well-established organic and fairtrade export value chains for Basmati rice from India and Jasmine rice from Thailand.
- Participating farmers had improved livelihoods through sustained yields, lower production costs and higher product prices.
- Increased efficiency in the use of scarce irrigation water (40% below the comparison group) and improved soil fertility.

The project engages to assure full traceability of the product from farm to fork. The calculation of “Living Income Reference Prices” provides the basis to discuss fair incomes even beyond the fairtrade premiums.
Combining income generation from commercial value chains with conservation of forests and biodiversity

In recent years, deforestation in Bolivia has resulted in the loss of hundreds of thousands of hectares of forest per year. It is caused by forest fires and national policies promoting cattle ranching and intensive agriculture, mainly in the regions Beni and Santa Cruz.

The project PASOS is based on the hypothesis that shared planning of sustainable landscape management among all stakeholders at local, regional and national levels is needed. This allows the implementation of diversified agroforestry systems tailored to the territory, which improves ecosystem restoration and diversification in production, bettering people’s livelihoods and contributing to greater economic and social equity. The project approaches these goals through:

1) policies to strengthen sustainable production;

2) landscape restoration and conservation; and

3) market incentives to promote sustainable production practices.

Results

- Conducive policies, including a national firefighting strategy; a law on forest and landscape restoration and on climate change; regulation of the law on Native Amazonian Cocoa from Beni; and municipal government support on elaborating a cocoa program with governmental resources.

- Landscape restoration: 1,220 families implemented sustainable agroforestry systems.

- Access to markets: Rural production enterprises improved their production, processing and marketing processes and gained access to new markets and customers.
OUR EXPERTS

Our team consists of highly professional, committed, and multilingual advisors with many years of experience working in international development cooperation across the globe.

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WHAT WE OFFER

- Facilitating multi-stakeholder dialogue over landscape management and/or protected areas
- Assuring the voice of Indigenous Peoples and disadvantaged groups is heard and their rights are recognized
- Engaging private sector partners to invest in critical landscapes
- Mobilizing funding for landscape restoration from climate and nature funding and impact investors
- Establishing payment for environmental services mechanisms
- Reconciling conflicting goals related to production and protection using nature-based solutions
- Combining approaches that further sustainable livelihoods and nature conservation
- Integrating income generation for smallholder farmers, biodiversity conservation with climate change adaptation and disaster risk management initiatives
- Developing sustainable local and global value chains (e.g. cocoa, coffee, tea, vanilla, rice, spices and non-timber forest products) in a systemic manner
- Introducing sustainable and fair schemes, such as organic production, and providing independent advice on appropriate certification schemes
- Developing strategies to meet climate adaptation and mitigation goals at scale