



Food and Agriculture
Organization of the
United Nations



**Decision Support for Mainstreaming and Scaling up
of Sustainable Land Management – DS-SLM**

DS-SLM TECHNICAL GUIDELINES

MODULE 1

MAINSTREAMING SUSTAINABLE LAND MANAGEMENT INTO NATIONAL POLICY INSTRUMENTS

September 2015

Module prepared by: Soledad Bastidas, FAO-NRL Consultant

CONTENTS OF THE MODULE

1. INTRODUCTION

1.1 Context	3
1.2. Objective of the module	4
1.3 Mainstreaming, scaling up and scaling out definitions	4
1.4 UNCCD 10-Year Strategy call for mainstreaming SLM	6

2. THE DS-SLM OPERATIONAL STRATEGY FOR SLM MAINSTREAMING AND SCALING OUT

2.1 Overview of the Operational Strategy for Sustainable Land management mainstreaming and Scaling out	7
2.2 Mainstreaming approach in the context of the DS-SLM project	8
2.3 Core concept of the Operational Strategy for Sustainable Land management Mainstreaming and Scaling out	9

3. METHODOLOGICAL APPROACH FOR PLANNING THE OPERATIONAL STRATEGY FOR SUSTAINABLE LAND MANAGEMENT MAINSTREAMING AND SCALING OUT

3.1 Stakeholders involved in the planning	12
3.2 Planning and implementation phases	12
3.3 Strategic approach for mainstreaming and scaling out SLM	17
3.4 Methodological approach for planning the DS-SLM Operational Strategy	18
3.5 Activities for mainstreaming sustainable land management	21
3.6 Activities for scaling out sustainable land management.....	22
3.7 Targeted action plan	24

4. STOCKTAKING OF BARRIERS AND OPPORTUNITIES FOR SLM IMPLEMENTATION

4.1 Common barriers for mainstreaming SLM	26
4.2 Common barriers for scaling out SLM practices	28

5. POLICY INSTRUMENTS

5.1 Target policy instruments for SLM mainstreaming	30
5.2 Policies and regulations	33
5.3 Strategies, programmes and projects	34

5.4 Incentive and financing mechanisms	36
5.4.1 <i>National development and sectoral budget frameworks</i>	38
5.4.2 <i>Financing strategies and investment frameworks</i>	40
5.4.3 <i>Incentive and Market-based financing mechanisms</i>	41
5.4.4 <i>Microfinance</i>	42
5.4.5 <i>Local environmental funds</i>	44
5.5 Territorial planning processes	45
5.6 Local level decision making	46
6. SUMMARY OF KEY PRACTICAL RECOMMENDATIONS FOR MAINSTREAMING AND SCALING OUT SLM	49
USEFUL PUBLICATIONS, TOOLS and REFERENCES.....	51

1. INTRODUCTION

1.1 CONTEXT

The global environmental objective of the GEF FAO-WOCAT “*Decision support for mainstreaming and scaling out SLM*” project (DS-SLM) is to contribute to combat desertification land degradation and drought (DLDD) worldwide through scaling up sustainable land management (SLM) best practices based on evidence based and informed decision making.

During the course of the DS-SLM project implementation, 15 partner countries are called to use LADA-WOCAT assessment methodologies and national databases for documenting, mapping and assessing, SLM best practices in order to provide an evidence base which supports informed decision making processes to further address, promote and invest in SLM.

An overall objective of the DS-SLM is to provide support to countries to:

“Create the policy, institutional and environmental conditions for a long term rooting of the principles of SLM in the formal framework of the country and to promote the scaling up of selected SLM practices”.

The DS-SLM components, outcomes and outputs focus on the need to mainstream SLM best practices in national policies, planning and investment frameworks (outcome 1.1) and Upscaling SLM best practices on the ground and strategic decision making from local to national level (outcome 1.2), as follows in Table 1:

Table 1. DS-SLM Components, Outcomes and outputs
Component 1: National and local decision-support on combating DLDD and promoting mainstreaming and up-scaling of SLM best practices
Outcome 1.1: SLM best practices mainstreamed into national and/or sub-national agricultural and environmental plans and investment frameworks, policies and programs
Output 1.1.1 Countries delivering reliable DLDD and SLM assessments and information on SLM best practices suitable for mainstreaming at national or sub-national levels.
Output 1.1.2 DLDD and SLM assessment findings mainstreamed into UNCCD, NAPs, CBD, NBSAPs, SLM investment frameworks, policies and programmes in 15 countries.
Output 1.1.3 Strengthened regional and inter-regional capacity and experience sharing for DLDD and SLM assessment and mainstreaming.
Outcome 1.2: Up-scaling of SLM best practices catalyzed in countries through targeted actions on the ground and strategic decision making from local to national level.
Output 1.2.1 Strengthened national delivery mechanisms for SLM demonstration, awareness raising, training and scaling up.

1. 2. OBJECTIVE OF THE MODULE

Mainstreaming SLM into national development frameworks, planning and investment frameworks is an ample process that may require a wide range of activities including awareness raising, creating synergies and building partnerships by addressing policy, institutional, financial, participatory and educational processes and institutions.

This module has been prepared as part of the methodological framework of the DS-SLM project and should help DS-SLM project countries to delimit and focus the scope of mainstreaming in order to achieve the most concrete and practical results as possible during the course of DS-SLM project implementation.

Every country has its own planning and financing process where SLM related issues are already integrated, and responding to the diversity of national institutional conditions, countries have been encouraged and have included in their programmes of work, the formulation of the *Operational Strategy for SLM Mainstreaming and Scaling Out*.

The module provides potential approaches, elements and tools that could be considered by the DS-SLM countries when planning the operational strategy for SLM mainstreaming and scaling out and mainstreaming SLM into national policies.

1.3 MAINSTREAMING, SCALING UP AND SCALING OUT DEFINITIONS

There is a wide range of definitions and approaches for *mainstreaming and scaling out*, and discussions regarding their specific meaning indicate that although existing differences between mainstreaming and scaling up, both concepts are sometimes used indistinctly. Both mainstreaming and scaling up in many cases point out to the integration of a certain issue into the current of thought and into main decisions.

Mainstreaming has been mainly developed for gender issues: *Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities - policy development, research, advocacy/ dialogue, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects* (UNWomen). This concept can be extrapolated to Sustainable Land Management.

‘Environmental mainstreaming’ is defined by the IIED as the informed inclusion of relevant environmental concerns into the decisions of institutions that drive national, local and sectoral development policy, rules, plans, investment and action.

IIED, www.environmental-mainstreaming.org

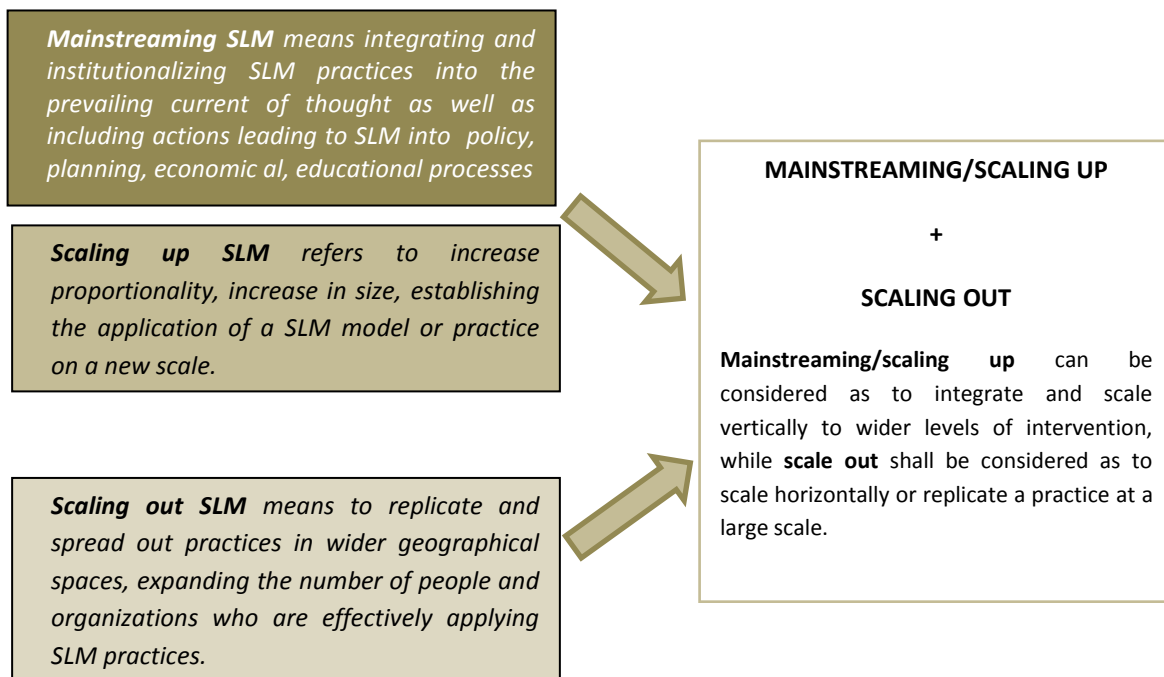
A scaled up intervention or investment can deliver multiplier effects at a larger scale, including spurring policy and institutional reforms. Scaling up entails the following dimensions: social (social

inclusiveness), physical (replication), political (policy and budget commitments) and conceptual (changing the mind set and power relations — a deep transformation of power and administrative structures) (UNDP, 2013).

Scaling up makes reference to increasing the policy scope by influencing policy, development and funds as well as increasing the institutional scale of a certain issue or practice, as well as widening its geographical application. It can also serve as an entry point for the development and scaling up of a multidimensional approach.

In order to simplify the use and application of scaling up and mainstreaming concepts, in the context of the DS-SLM project it is suggested to merge “mainstreaming” and “scaling up” (to be called *Mainstreaming*) and to replace “scaling up “ by “scaling out”. This means that in the context of the DS-SLM, two main concepts shall be addressed: **MAINSTREAMING AND SCALING OUT** (see *Figure1. Mainstreaming and scaling out definitions*). By doing so, mainstreaming is considered as the process for scaling up SLM and scaling out would refer to the replication and wide adoption of SLM best practices. Throughout the module, mainstreaming will be considered the main project activity for scaling up SLM, and as one of the processes for promoting the replication of SLM (scaling out).

Figure1. Mainstreaming and scaling out definitions



It is worth note that much information gathered in this module refers to “scaling up”, which in some cases will be addressing the institutional and policy scale, while in some cases it will be rather tight to replication and scale out processes.

1.4 UNCCD 10-YEAR STRATEGY CALL FOR MAINSTREAMING SLM

The United Nations Convention to Combat Desertification, UNCCD, established during its COP8 held in Madrid in 2007, a strategic plan and framework to enhance the implementation of the Convention (2008–2018), called the “10-Year Strategy”.

BOX 1.

UNCCD 10-Year Strategy calls for integrating SLM in national policy development:

Operational objective 2: Policy framework.

This objective aims at supporting the creation of enabling environments for promoting solutions to combat desertification/land degradation and mitigate the effects of drought.

Outcome 2.1: Policy, institutional, financial and socio-economic drivers of desertification/land degradation and barriers to sustainable land management are assessed, and appropriate measures to remove these barriers are recommended.

Outcome 2.2: Affected country Parties revise their national action programmes (NAPs) into strategic documents supported by biophysical and socio-economic baseline information and include them in integrated investment frameworks.

Outcome 2.3: Affected country Parties integrate their NAPs and sustainable land management and land degradation issues into development planning and relevant sectoral and investment plans and policies.

Outcome 2.4: Developed country Parties mainstream UNCCD objectives and sustainable land management interventions into their development cooperation programmes/projects in line with their support to national sectoral and investment plans.

Outcome 2.5: Mutually reinforcing measures among desertification/land degradation action programmes and biodiversity and climate change mitigation.

The UNCCD 10-Year Strategy highlights the need for country Parties to integrate SLM in national policy development frameworks. To this end, mainstreaming SLM is a key process for attaining the UNCCD 10-Year Strategy. (See box. 3.1).

The implementation of the DS-SLM project will help the countries to align their national programmes to the UNCCD 10-Year Strategy. The DS-SLM project is consistent with several operational objectives of the UNCCD 10-year Strategy, such as (1) advocacy, awareness raising and education; (2) policy framework to support the creation of an enabling environment; (3) science, technology and knowledge; (4) capacity building; and (5) financing and technology transfer.

The DS/SLM project shall be an instrument contributing to align National Action Programmes to the UNCCD 10-year Strategy.

It is also expected that the DS-SLM project findings serve not only to further integrating SLM into national processes, but also within the international scenario. This shall be promoted by the integration of project findings into regional and global database, donor budgets and international fora.

In conclusion, the DS-SLM provides a clear contribution to the alignment of national action programmes to the UNCCD 10-Year Strategy.

2. THE DS-SLM OPERATIONAL STRATEGY FOR SLM MAINSTREAMING AND SCALING OUT

2.1 OVERVIEW OF THE OPERATIONAL STRATEGY FOR SUSTAINABLE LAND MANAGEMENT MAINSTREAMING AND SCALING OUT

The DS-SLM project document states that during project implementation national review/planning workshops will be organized to prepare an *Operational Strategy and Targeted Action Plan* (national/subnational and local) for SLM upscaling and mainstreaming in each country (See *Prodoc p.66*).

The *Operational Strategy for SLM Upscaling and Mainstreaming* shall define the mechanism for the country to strengthen the contribution of the DLDD/SLM methodological assessments, tools and project findings to key decision-making processes (mainstreaming) in order to promote the dissemination of identified SLM practices (scaling out). The Operational strategy is a fundamental component of the DS-SLM methodological framework, shown in Figure 2.

Figure 2. DS-SLM methodological framework

Decision support for SLM mainstreaming and scaling out

based on WOCAT-LADA-DESIRE methodologies



The DS-SLM methodological framework (Figure 2) envisages that the operational strategy for SLM mainstreaming and scaling out serves as a national operational framework defining how each

country will make use of national /subnational and landscape/local level land use and land management assessments will be integrated into national and decentralized decision making processes. Each country, according to their situation, needs, priorities and expected contribution

The DS-SLM Project strategy

is to “remove key global, regional and national barriers to scaling up of SLM through improved , evidence-based decision support”.

from the DS-SLM project shall formulate a strategic approach defining how the evaluations based on tools, developed and provided through the project at national, subnational and/or local landscape levels, will contribute to mainstreaming SLM into national processes and how decisions may be improved for promoting SLM implementation and scaling out of SLM

best practices. This national approach, objectives and activities shall be planned and expressed in an *Operational Strategy for SLM mainstreaming and scaling out*, which shall be a short strategic living document guiding the overall national DS-SLM project implementation.

A general outline of the contribution of several policy instruments, and opportunities to create synergies will need to be clearly identified and prioritized since the beginning of the project and further on throughout project implementation.

The Operational Strategy for SLM upscaling and mainstreaming in each country shall be fully integrated into the country’s overall project programme of work.

2.2 MAINSTREAMING APPROACH IN THE CONTEXT OF THE DS-SLM PROJECT

Mainstreaming SLM is a key objective of the DS-SLM project, meaning that the overall project planning and implementation shall contribute to raise the importance given to SLM into global, national and local processes.

SLM should be acknowledged as a key priority for achieving sustainable development. In this

BOX 2.

Lessons learned from scaling up in China

Through its long and rich experience of combating and monitoring LD and implementing DLDD projects, not least under the PRC-GEF Partnership to Combat Land Degradation in Dryland Ecosystems China has learned a number of lessons. These include:

1. *Mainstreaming of Integrated Ecosystem Management into relevant policy and development frameworks has been the most effective way of mobilizing funding for scaling up of SLM;*
2. *SLM best practices need to be combined with economic incentives for land users, and pilot demonstrations of SLM need to be integrated into larger investment programmes to achieve impacts and economies of scale;*
3. *Market-based approaches to scaling up of SLM, such as payment for ecosystem services and public-private partnerships, have a role to play, but cost-benefit analysis need to be better integrated into payment schemes;*
4. *There is a need to integrate climate change resilience considerations into SLM upscaling, although the economic benefits of carbon sequestration are too low to fund eco-compensation schemes on their own but can provide supplementary funding; and*
5. *Land degradation and SLM monitoring and assessment systems should be multiscale to support decision-making on SLM and to monitor impact from the local to the national level*

Tengberg et.al, 2014. Scaling up of sustainable land management in the Western People’s Republic of China:

sense, land degradation, land use and land management data and information should be helpful for understanding this fact. Through mainstreaming activities, countries shall translate and integrate project findings (i.e. status of degradation, land management systems, priority areas of intervention, etc.) and other existing and emerging SLM-related tools into knowledge material supporting an informed and evidence-based decision making processes.

Mainstreaming land degradation and SLM issues into national policies includes the integration of SLM into development frameworks and financial related processes, such as government budgetary process and national and local innovative financing mechanisms. This includes a series of activities involving a full understanding on why SLM is crucial for country development and how to strengthen SLM. Understanding and facilitating constraints for adopting SLM will also contribute to foster scaling out.

Mainstreaming shall go beyond the elaboration of policy briefs for high-level decision makers. It is proposed that the main approach for mainstreaming shall be developed through awareness raising, capacity building and multi-stakeholder dialogues, with the objective of constructing of alliances with institutions (governmental, non-governmental, communities, academia, etc.), in order to engage an appropriate range of key actors in the SLM process.

2.3 CORE CONCEPT OF THE OPERATIONAL STRATEGY FOR SLM MAINSTREAMING AND SCALING OUT

In order for SLM to become an active and permanent process, there is the need to have **political, institutional, social and financial support for the application of SLM approaches and activities at different levels**. An enabling environment needs to be strengthened or created; otherwise SLM interventions will remain isolated and project/pilot responding. Therefore, a wide array of key institutions and social organizations need to be involved in the process of SLM.

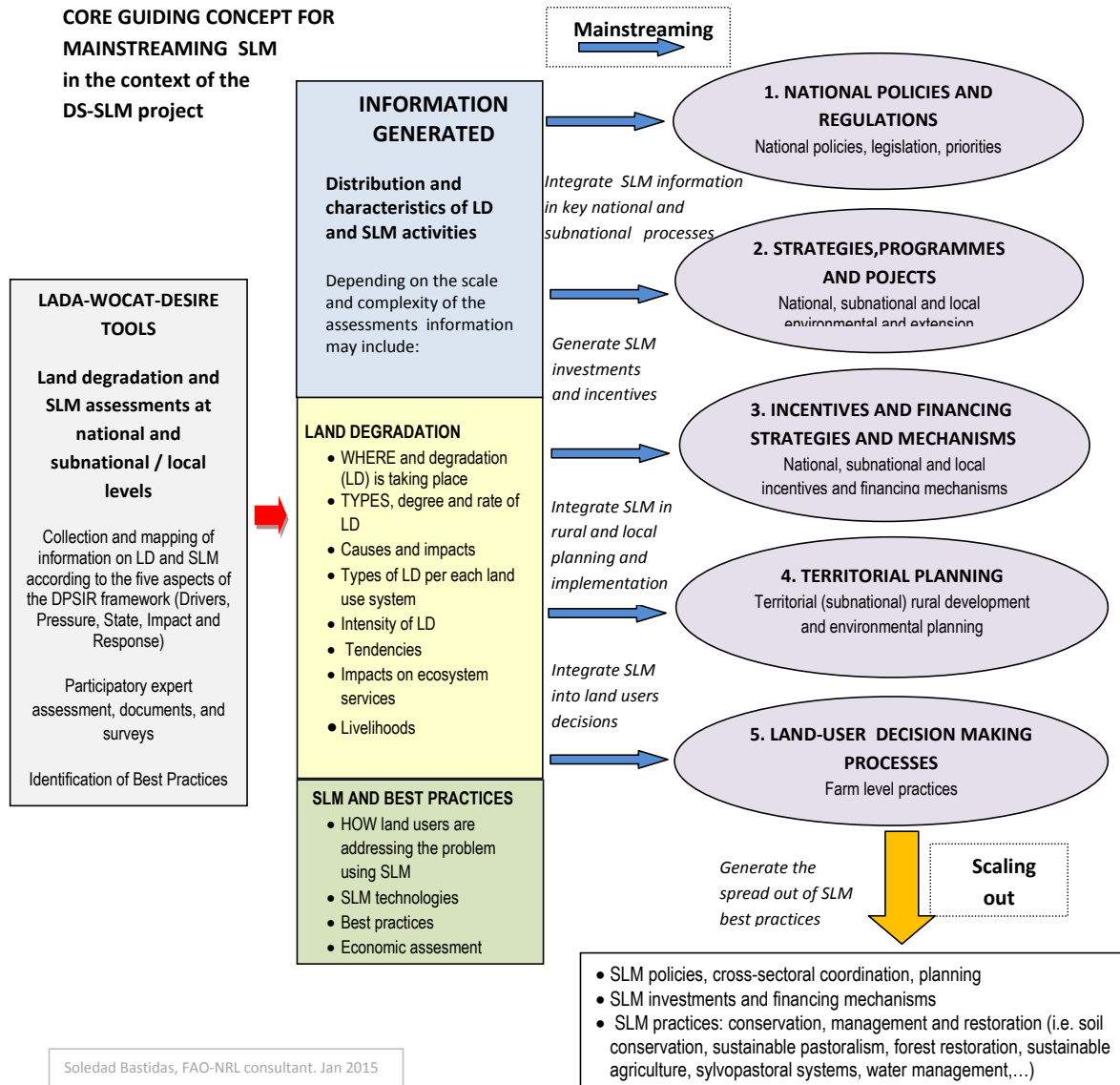
The DS-SLM project, as well as LADA project, is an initiative whose activities are added to already existing national efforts to implement SLM and mainstream SLM into policy, planning and investment frameworks.

DS-SLM countries greatly vary in terms of policies, institutions and processes that facilitate or hinder SLM implementation. According to national needs, priorities and conditions each country has defined an overall programme of work for DS-SLM project implementation. DS-SLM project countries vary also in terms of project budget. Most countries have already included in their respective programmes of work the planning of an

Mainstreaming implies that activities allowing the provision of the appropriate policies, regulations, incentives, technical and financial resources, and societal processes facilitate the land owner to take a SLM-prone decision when managing his land.

operational strategy for mainstreaming and scaling out. Each country will know how to develop, mainstream land degradation assessments and scale out selected practices. A common basic core concept of an operational strategy is proposed here below (See Figure 3.).

Figure 3.



During project implementation synergies shall be developed in each country with institutions, organizations and programmes, in order to implement the DS-SLM project and in order for the project to have an impact beyond its life time. To avoid an overexpansion of the mainstreaming process, mainly in DS-SLM countries that have not a significant project budget, it is suggested that DS-SLM countries focus their activities of mainstreaming key information from land degradation assessments and SLM implementation to prioritized policy instruments that are oriented or have the potential to specifically facilitate the replication or scaling out of SLM best practices (See Figure 3.).

3. METHODOLOGICAL APPROACH FOR PLANNING THE OPERATIONAL STRATEGY FOR SLM MAINSTREAMING

Every country shall identify its own approach and methodology for successfully facilitating that key LD drivers or processes as well as SLM practices and project findings are incorporated into national processes. The approach that each country will undertake for mainstreaming and scaling out shall be outlined into a strategy with clear objectives, key activities, tools and budget.

The strategy shall guide the overall project activities regarding synergies and partnerships that can facilitate the scaling out of SLM practices.

The operational strategy may be designed in the format of a **communication strategy** with realistic objectives, activities, tools, audiences and budget.

The connection between technical knowledge and its translation into policies, programmes and action is often lacking due to absence of systematic planning. The overall objective of outlining a strategy is to guide project implementation activities regarding mainstreaming and scaling up, in order to turn the SLM intervention more sustainable over the long-term.

The DS-SLM project shall focus on enhancing a process where SLM best practices should be integrated into national policies. National policies are integrated and implemented by a series of institutional and societal processes. In this sense, the Operational Strategy could be designed in the format of following and taking into consideration core elements for the planning of a communication strategy while SLM-related communication objectives, target audiences are identified, and communication tools are developed.

Mainstreaming shall be done in a strategic manner, and shall focus on key activities that are needed to influence the political and institutional level and mobilizing further technical and financial resources in order to further facilitate the spread out and implementation of SLM practices.

Another potential approach is also to establish a *National Observatory of Land degradation and desertification*, following the experience of Argentina (see Annex 1).

Country Support Tool For Scaling-up Sustainable Land Management in sub-Saharan Africa.

A TerrAfrica Partnership Publication. Prepared by FAO, 2009.

<http://blengrafix.com/terrAfrica/wp-content/uploads/files/CountrySupportTool.pdf>

3.1 STAKEHOLDERS INVOLVED IN THE PLANNING

The National Project Coordination Unit (NPCU) shall formulate the operational strategy for mainstreaming and scaling out SLM. The operational strategy shall be planned and implemented with a range of stakeholders but periodic drafts may be formulated by the national coordinator or a specific consultant and submitted for validation and inputs from relevant organizations through planning /revision meetings and workshops.

Relevant stakeholders shall be on board since the planning and early steps of project implementation. By doing so, the scope of land degradation and land management assessments may be narrowed and focused towards fulfilling key national and landscape information gaps.

During LD/SLM assessments at landscape levels, information will be gathered on drivers, pressure, status, impact and responses through the application of tools such as the DPSIR and WOCAT Questionnaires on SLM Technologies and Approaches. This evidence-based information should be translated into actions to be developed through diverse policy instruments and shall be integrated into the Operational Strategy for mainstreaming and scaling up. In this sense, key stakeholders for the planning of the Operational Strategy will be local organizations as well as decentralized institutions.

3.2 PLANNING and IMPLEMENTATION PHASES

The DS-SLM methodological framework has been prepared by the DS-SLM global project team as a guidance for all countries to implement and link the different envisaged components of the project.

The DS-SLM Decision support framework (Figure 4) describes the overall methodological framework that countries shall consider during project implementation.

The DS-SLM methodological framework section pertaining to the OPERATIONAL STRATEGY AND ACTION PLAN (Table 3) describes the three phases proposed for the planning and implementation of the operational strategy for mainstreaming and scaling out at different stages of the DS-SLM project implementation.

The DS-SLM decision support framework for SLM mainstreaming and scaling out describes a methodological approach that DS-SLM countries may consider and follow in order to implement the different components of the project. The DS-SLM decision Support framework entails the establishment of close linkages between all activities, mainly LUS/SLM assessments and interventions at national, subnational and landscape levels, and strategic processes for mainstreaming and scaling out SLM.

DS-SLM countries have different levels of advance or priorities in order to implement the DS-SLM project. Some countries may include in their work plan activities the development of national assessments (Module 2), while other countries may develop only landscape assessments (Module 4). For this reason the methodological framework is presented by modules, where countries may envisage different entry points and components during their DS-SLM project implementation.

As described in the following chapters of this document, the Operational Strategy shall be developed and implemented along the overall project, linking LD/SLM assessments to different policy instruments in order to mainstream SLM and scale out SLM practices (Module 1).

Landscape level interventions shall contribute to SLM territorial planning in territorial administrative units (Module 5) . The implementation and scaling out process shall be sought to be developed as a final component (Module 6), for which Phase 3 of the Operational Strategy will support to establish partnerships with key policy instruments in order to promote further SLM implementation and scaling out.

Figure 4. DS-SLM Decision support framework

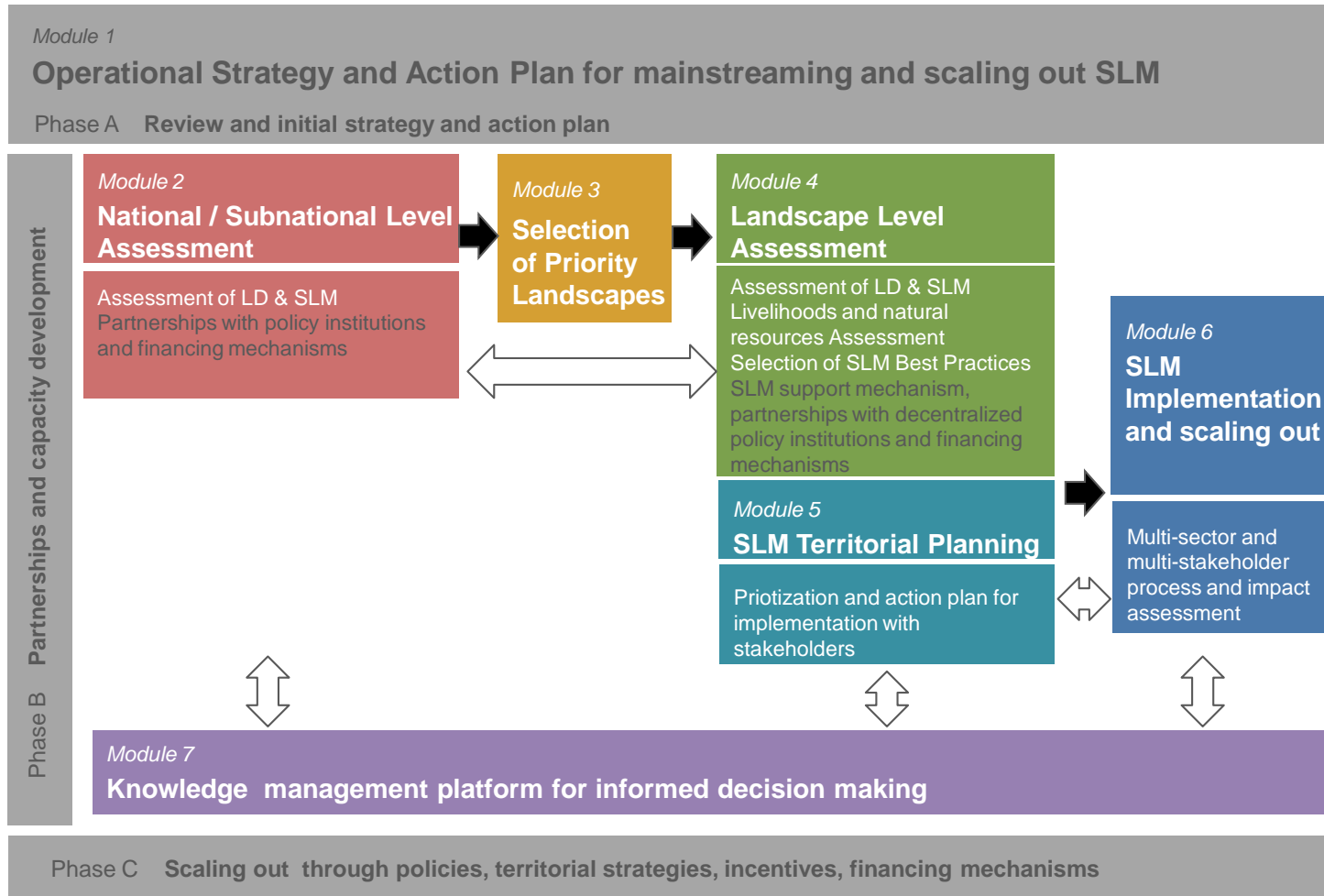


Table 3. DS-SLM Methodological framework for the design and implementation of the Operational Strategy

OPERATIONAL STRATEGY FOR MAINSTREAMING AND SCALING OUT SLM - METHODOLOGICAL FRAMEWORK				
Phases		Expected Results	Actions	When -How
PHASE A	REVIEW AND INITIAL STRATEGY AND ACTION PLAN	1.1 An operational strategy for mainstreaming SLM into national policy instruments is formulated	1.1.1 To develop an <i>Operational Strategy</i> and mechanism for promoting decisions that facilitate the scaling out of SLM practices supported by mainstreaming SLM into main national decision making processes and policy instruments. Steps for the planning including consultation with FAO-WOCAT, may include: a. To Identify national objectives, barriers and opportunities for scaling out SLM practices. b. To conduct a preliminary survey of existing key decision making processes , policy instruments and potential partners (entry points) that shall be targeted and integrated in the DS-SLM project implementation in order to mainstream SLM at all levels within: (1) Policies and strategies (2) Programmes and projects (3) Financing and incentive mechanisms (4) territorial planning, and (5) local decision-making processes. c. To outline a general strategy showing HOW, WHO, WHERE and WHAT could be done for each level of intervention , including the scope of project interventions at different levels, the scale and objectives of land use assessments, stakeholders to be involved, potential partnerships and expected results (according to national context, baseline and project resources of each country)	<ul style="list-style-type: none"> At the beginning of the project. National Workshop 1 may serve to formulate/revise the strategy with key national stakeholders.
			1.1.2 To formulate a work plan and budget for implementing the <i>Operational strategy for SLM scaling out and mainstreaming</i> , as well as reporting, monitoring and evaluation mechanisms.	
PHASE B	PARTNERSHIPS AND CAPACITY DEVELOPMENT	1.2 The operational strategy for SLM mainstreaming and scaling out is implemented	1.2.1 The implementation of the operational strategy is conducted throughout the project, mainly through setting up partnerships with policy instruments, strategies, programmes and financing mechanisms at each level of intervention (national level, landscape level). <i>Further planning of mainstreaming and scaling out shall be done during this phase</i>	<ul style="list-style-type: none"> Along the project, after different levels of intervention and LUS/SLM assessments.
PHASE C	SCALING OUT THROUGH POLICIES, TERRITORIAL STRATEGIES, INCENTIVES, FINANCING MECHANISMS	1.3 An operational mechanism and strategy for wider scaling out is formulated	1.3.1 To formulate a strategy for wider scaling out of selected best SLM practices. 1.3.2 To elaborate a programme/ project proposals portfolio for further implementation and scaling out and mainstreaming activities. 1.3.3 To organize a subnational meeting or workshop with selected subregional institutions with the following objectives: a. To provide a synthesis of the DS-SLM project findings . b. To identify how to further integrate assessments results into national and subnational level policy instruments for scaling out practices and mainstreaming.	<ul style="list-style-type: none"> Before the end of the project
		1.4 Partnerships for scaling out best practices are established	1.4.1 To establish partnerships with key national and territorial institutions for scaling out best SLM practices and mainstreaming SLM into national and territorial planning processes, strategies, programmes, projects, incentive and financing mechanisms, microfinance mechanisms, etc.	

Soledad Bastidas, FAO-NRL Consultant. Jan 2015

PHASE A. REVIEW AND INITIAL STRATEGY AND ACTION PLAN

An upfront rapid outline of the operational strategy might be the departing point of the project. The outline shall include a general overview or stocktaking of the main barriers and opportunities for mainstreaming and scaling out, a rapid assessment of key institutions to be targeted and involved during the project, and the definition of a strategy for integrating and scaling out SLM.

The outline of the strategy shall guide the scale, specific sites and objectives of LD/SLM assessments as well as key stakeholders to be involved from early stages of project implementation, potential partnerships and expected results (according to national context, baseline and project resources of each country).

PHASE B. PARTNERSHIPS AND CAPACITY DEVELOPMENT

Mainstreaming activities that were planned initially shall be implemented in several phases of the project. Collaboration, alliances and partnerships with governmental institutions, communities, NGOs and Academia may be sought before, during and after the assessments are done, in order to integrate key institutions in the process of mainstreaming and scaling up and in SLM implementation. Once SLM best practices are identified and evaluations are undertaken, mainly after national/subnational and local/landscape assessments, a more in-depth planning of the operational strategy may occur, including mainly activities for scaling out best practices.

PHASE C. SCALING OUT THROUGH POLICIES, TERRITORIAL STRATEGIES, INCENTIVES, FINANCING MECHANISMS

During this phase, further planning and partnerships for wider scaling out shall be developed in order for the country to establish a long-term scaling out process. Once the mainstreaming process has been developed during project implementation and assessments achieved at national/subnational and local/landscape levels, experience and evidence based information will be available.

In addition to the activities that will be implemented during project implementation for scaling out and implementing best SLM practices, alliances, collaboration and partnerships shall be established in order to widen the scaling out process to other geographical areas and beyond the end of the project. This will be of special importance considering that the DS-SLM project duration is 3 years, and mainly important for DS-SLM countries with relatively low project budget.

Under this scheme, since the beginning of the project implementation and during its course, key linkages and synergies shall be established between the DS-SLM project and key national processes. By doing so, the project will encourage synergies and actions leading to changes in specific policies, institutions, programmes and investment frameworks and will work the overall project implementation along with key national partners. DS-SLM activities shall promote that key policy instruments further integrate SLM in their objectives, activities and budgets, integrate information from LD/SLM assessments and engage in scaling out activities.

3.3 STRATEGIC APPROACH FOR MAINSTREAMING AND SCALING OUT SLM

The Mainstreaming approach undertaken in the DS-SLM project does not only imply integrating SLM concerns in formal policies or legislation, and is not limited to the final production of policy papers convincing key actors on the benefits of integrating SLM in national planning and budgetary processes; mainstreaming shall include the integration of SLM in ongoing and active planning, financial and social processes at national, subnational and local levels.

The methodological approach suggested for the DS-SLM project is based on a process where mainstreaming activities (including partnerships, capacity building and knowledge management) target key policy instruments that are key to overcome barriers and enable SLM implementation and scaling out. The figure suggests initiating the operational strategy by identifying key barriers to be overcome for promoting SLM implementation in each country. Overcoming these key barriers shall become main objectives for the mainstreaming process.

Activities including partnership building, capacity building and knowledge management shall contribute to overcome identified barriers/objectives, targeting key policy instruments with potential to integrate SLM and facilitate SLM implementation. This approach is illustrated in the following figure 4.

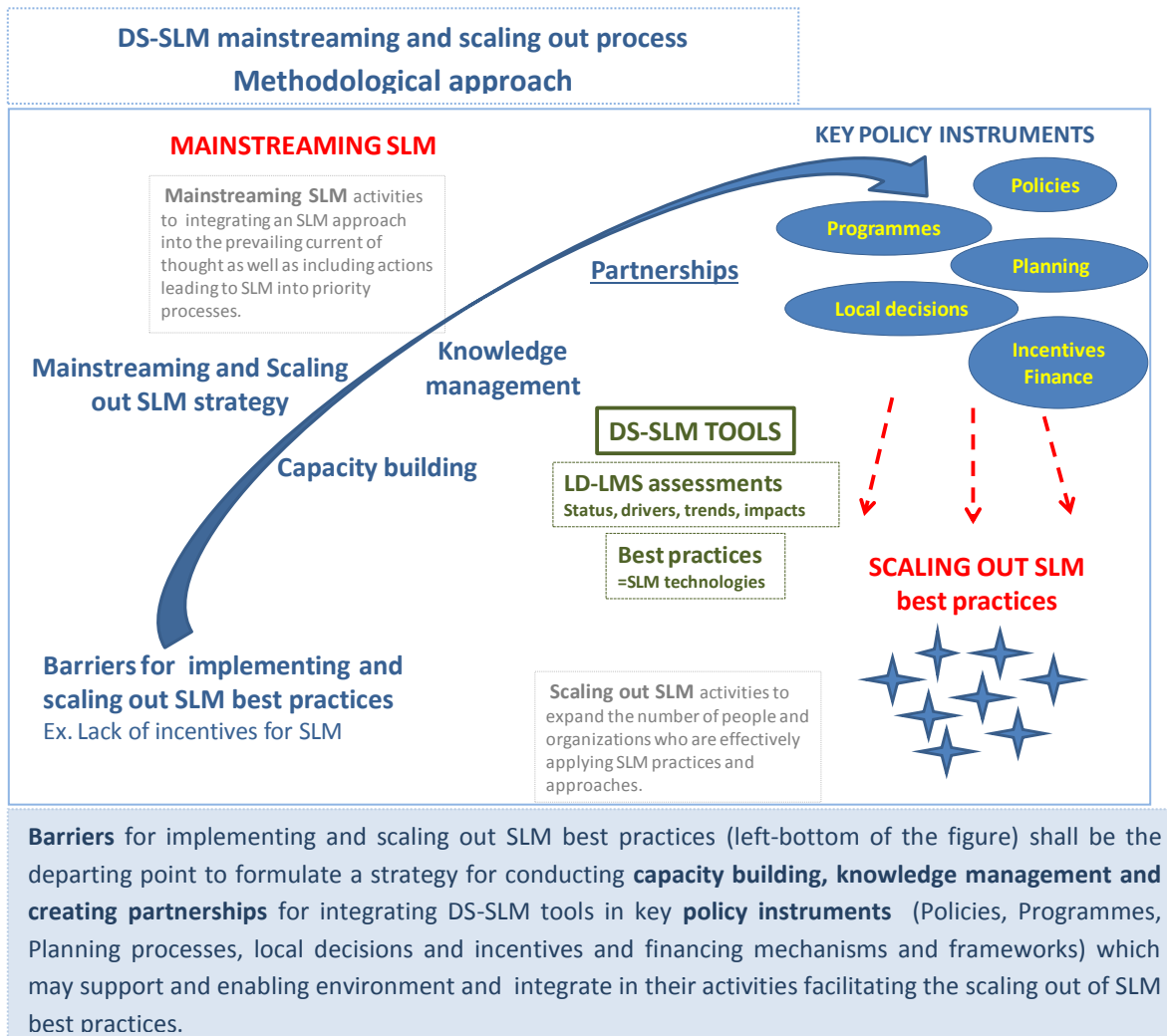
BOX 3

The International Institute for Environment and Development (IIED) highlights that “*mainstreaming*” is a matter of:

- Identifying what is holding mainstream institutions (formal and informal, government and non-government) back from a full consideration of environment;
- Spotting and exploiting ‘entry points’ into the governance processes, especially where these offer opportunities for systemic change;
- Identifying the ‘drivers’ – notably policy concerns and initiatives that are open to environmental integration (often connected to environmentally-sensitive sectors such as energy and agriculture);
- Making sure that environmentally-dependent (and often marginalised) groups are heard;
- Working with both the mainstream authorities and change agents – some of whom may indeed come from environment groups.

Source: Barry Dalal-Clayton and Steve Bass (2009) *The challenges of environmental mainstreaming: Experience of integrating environment into development institutions and decisions*. Environmental Governance No. 3. International Institute for Environment and Development. London. <http://pubs.iied.org/pdfs/17504IIED.pdf>

Figure 4. Methodological approach for mainstreaming and scaling out



3.4 METHODOLOGICAL APPROACH FOR THE PLANNING OF MAINSTREAMING AND SCALING OUT

The *Operational strategy* shall basically establish WHAT, WITH WHOM, WHERE, WHEN and HOW to establish a decision support process, based on LD/SLM assessments including what could be done at each level of intervention with the resulting information.

Regardless of the complexity and resources that every country will assign the formulation of the Operational strategy for SLM mainstreaming and scaling out during the course of the DS-SLM implementation, there are key basic elements and initial steps that can be considered when planning the Operational Strategy.

There are several methodologies for planning a mainstreaming or scaling up strategy, with diverse levels of complexity, mainly in the sector of gender, climate change and biodiversity (See last section of this document: USEFUL PUBLICATIONS, TOOLS and REFERENCES).

BOX 4

The clearest and most strategic methodological approach found is related to the experience of mainstreaming HIV **where** there are six principles emerging based on the consolidation of international experiences in mainstreaming HIV and AIDS, that have been simplified and translated to SLM as follows:

1. **Identifying 'entry points'** in sectoral activities where SLM can be targeted. Mainstreaming SLM within existing institutional structures. The identification of entry points includes a screening of barriers, opportunities and an institutional analysis.
2. Advocacy, continuous education and **capacity-building** are required to place people in a better position to undertake mainstreaming.
3. Encouraging **partnerships**: Strategic partnerships based upon comparative advantages, cost effectiveness and collaboration must be developed for effective implementation.
4. **Action** (Meetings, workshops, knowledge management activities) must be maintained throughout, at the sectoral, national and international levels, to ensure relevant and effective responses.

Modified from MAINSTREAMING HIV AND AIDS IN SECTORS & PROGRAMMES An Implementation Guide for National Responses. UNAIDS, WB UNDP

<http://www.undp.org/content/dam/aplaws/publication/en/publications/hiv-aids/mainstreaming-hiv-and-aids-in-sectors-and-programmes--guide/19.pdf>

A simplified scheme for the initial phase of planning is suggested, taking into consideration elements chosen from several experiences from other SLM mainstreaming processes but also from other sectors such as climate change, HIV, biodiversity, and applied to the DS-SLM project.

The following basic steps are proposed for the planning of the DS-SLM *Operational Strategy for SLM mainstreaming and scaling out*:

Figure 5.



THREE PRACTICAL STEPS FOR DEVELOPING THE OUTLINE OF THE DS-SLM OPERATIONAL STRATEGY FOR MAINSTREAMING AND SCALING OUT (PHASE 1):

1. SOCKTAKING OF KEY BARRIERS FOR SLM IMPLEMENTATION AND SCALING OUT. The objective is to identify barriers for SLM implementation in general and/or for the implementation and scaling out of a given SLM practice (if the country has prioritized them yet). The analysis of barriers shall include a preliminary identification of opportunities that will guide the scope and objectives of the LD/SLM assessments at all levels.

2. INSTITUTIONAL ANALYSIS OF POLICY INSTRUMENTS. The institutional analysis shall consist on a revision of existing policies, programmes, strategies and institutions with potential to contribute to overcoming barriers for SLM mainstreaming and scaling out. The analysis shall include the national laws and policies regarding land use and management and other related or influencing sectors, the role of national and sub-national players (public institutions, civil society actors, private sector, donors and cooperation agencies) to determine suitable entry points for LD/SLM information at all levels.

3. CONCRETE PLAN OF ACTION. The plan of action shall include mainstreaming activities to be developed before, during and after the assessments are done. Proposed activities are: partnership building, capacity building and knowledge management. Specific outcomes, outputs, indicators and activities shall be defined.

The proposed methodology shall not be seen necessarily as a linear and one-time planning/ implementation process but it shall rather be seen as a cycle. In the course of project implementation new best practices, barriers and partner opportunities will always appear. For instance, local assessments should provide useful and in-depth information on needs and gaps identified by local stakeholders that can be translated into concrete proposals for action that shall be mainstreamed into the territorial planning.

3.5 ACTIVITIES FOR MAINSTREAMING SUSTAINABLE LAND MANAGEMENT

Through project implementation, a wide range of national and project knowledge will be spread, including, tools, practices and guidelines for sustainable land, soil, water, vegetation and biodiversity management, land use planning, mitigating and adapting to climate change. Through integrated farming systems, soil and water conservation, biodiversity management, watershed management, water harvesting, flood control and drought mitigation.

There is a need for every country to define and distinguish what is going to be mainstreamed during the DS-SLM project: *SLM as an integral concept? a specific SLM practice ? The use of LADA-WOCAT methodology ? The findings of LD/SLM national and landscape evaluations?* Mainstreaming each one of these issues may be done at different levels and with different activities.

Three basic ranges of activities are suggested to be planned and developed for mainstreaming SLM: **partnership building, capacity building and knowledge management.**

Partnership building

The construction of alliances and partnerships may focus on joint activities that are needed for the implementation of the DS-SLM project but mainly for the integration of SLM in specific policies, programming and investment frameworks.

Capacity building

Capacity building is an overall objective to be pursued at all levels in order to strengthen existing personal and institutional capacities. Capacity building may focus on technical

BOX 5.

Operational activities of the operational strategy to be developed for mainstreaming and promoting SLM scaling out through key policy instruments may include:

1. **To build Partnerships** with key institutions and national instruments, including incentive and financing mechanisms.
2. **To develop capacity** at all levels, including awareness-raising.
3. **Knowledge management (KM)** based on the development and dissemination of attractive, audiovisual and targeted communication material at all levels and potential establishment of national KM platforms linked to international KM platforms.

capacities for implementing LADA-WOCAT tools and methods for assessing LD/SLM issues for implementing SLM best practices.

Knowledge management

Mainstreaming SLM implies the provision and understanding of knowledge, tools, practices and guidelines for SLM. A mainstreaming strategy implies a series of activities and tools similar to a **communication strategy**. Activities include participation or organization of key meetings, dialogue processes, workshops, campaigns, etc. Communication products may include videos, brochures, policy briefs, investment analysis, etc.

Part of the mainstreaming and scaling out communication strategy shall be to translate generated information into accessible and useful knowledge products that can be used to reach a wide audience and in diverse situations. While a national awareness campaign on SLM may be developed, it might be important to differentiate activities according to the different stages and levels of intervention of the project.

In order to create a strategic process including all activities envisaged, a communication strategy may be designed. The strategy may focus on two different components and scales:

1. A general communication component focusing on communication processes needed with national and subnational institutions for mainstreaming SLM into national policies, and
2. A communication component for supporting the scaling out of specific SLM practices.

Now, the simple delivery of such tools does not assure the integration of the issue into policies, budgets, investment frameworks, or ground activities and follow up shall be done as part of the mainstreaming process by DS-SLM project implementers. In this sense, the integration of key stakeholders during the course of the project implementation and the establishment of alliances and partnerships is crucial.

Actions to be developed by each country shall be included in a **targeted action plan**, with clear strategies, objectives, target audiences, activities, tools and budget.

3.6 ACTIVITIES FOR SCALING OUT SUSTAINABLE LAND MANAGEMENT

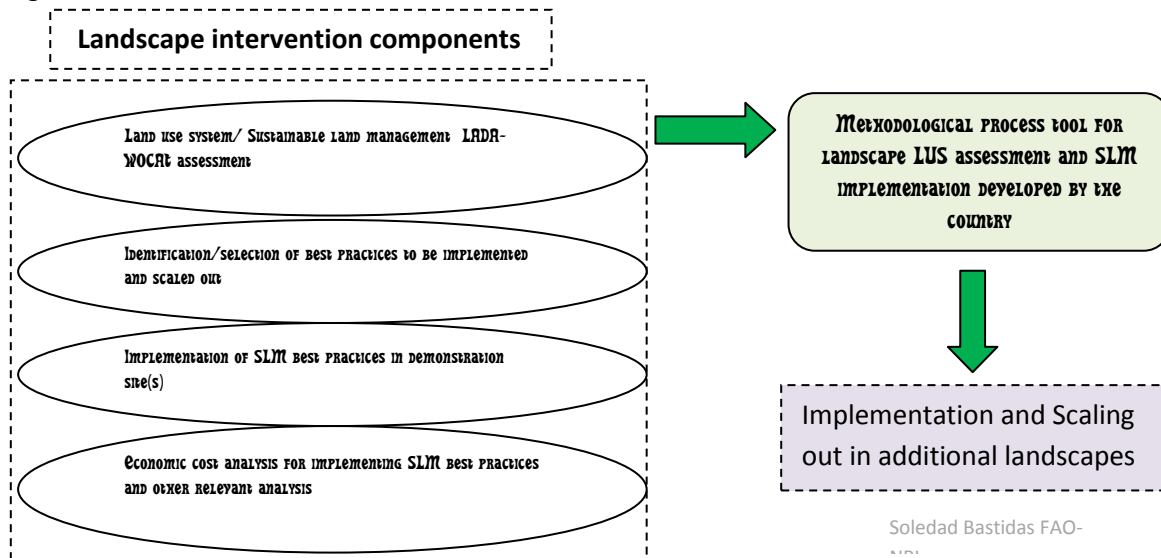
The *Operational strategy* and mainstreaming activities seek to create an enabling environment and appropriate capacities and partnerships for the implementation and scaling out process of prioritized SLM technologies and approaches (i.e. land restoration technologies). Integrating the project process and findings into, for instance, extension programmes, financial mechanisms or decentralized programmes, the scaling out of SLM practices can be facilitated and its sustainability over the long-term may be further attained.

As seen in the core concept of the *Operational Strategy*, mainstreaming and scaling out are linked given that the main idea is to focus mainstreaming activities to policies and institutions with potential to implement and scale out SLM best practices.

In order for the project to scale out SLM best practices, in addition to mainstreaming activities seeking to facilitate the scaling out of SLM best practices, countries may formulate a methodological approach to implement SLM best practices in prioritized landscapes and then proceed with the scaling out (Figure 6). Some DS-SLM countries were part of LADA project and have already initiated a mainstreaming process. Other countries have already identified SLM best practices that would need to be implemented and scaled out. Once the countries will undertake an assessment process in one or more landscapes, much information about the specific process developed in each country will arise. The process can be systematized into a methodological tool that could serve for the replication of assessments and SLM implementation in additional landscapes.

For the development of the scaling out component, it is therefore suggested that countries proceed to implement SLM best practices in prioritized landscapes, elaborating a final methodological process as shown in Figure 6.

Figure 6.



In other words, a methodological process shall result from the intervention into pilot landscapes, where local level LADA-WOCAT assessments are developed along with activities to implement SLM best practices. The resulting procedure may be synthesized and serve as a key **tool for scaling out best practices in other landscapes**.

From the scaling out perspective, the process undertaken by different countries for local landscape assessments and for the implementation of best practices could be integrated into a

methodological process (toolkit) in order to promote that several programmes and financing mechanisms integrate this methodology into their activities and provide support to the scaling out of SLM best practices.

This tool may be shared with institutions that were addressed for mainstreaming, in order to have an emerging DS-SLM tool adapted to local conditions to be used in order to facilitate the scaling out of SLM practices in several landscapes.

In this sense, some countries may want to include in their activities the formulation of a local applied procedure and methodology for LD/SLM assessment, identification of SLM best practices and scaling out.

3.7 TARGETED ACTION PLAN

The Operational Strategy could be designed in the form or with elements of a Communication Strategy. Some key elements for developing a communication strategy are shown in Table 3. which provides inputs for the development of an action plan.

The action plan shall basically respond to the following questions: what, how and where to mainstream and to upscale, including:

1. *What are the priorities and objectives of mainstreaming?*
2. *Which target groups (stakeholders and organisations) shall be involved at different stages of the intervention?*
3. *What activities shall be undertaken in general and for each target group?*
4. *Which communication tools shall be developed? A communication strategy might be planned as an integral operational strategy.*
5. *Which partner organizations may have different roles in the implementation of the Strategy?*


BOX 6.

TOOL FOR MAINSTREAMING



<http://pubs.iied.org/pdfs/17504IIED.pdf>

Table 3, Elements of a communication strategy

	
<p>Tactics</p> <ul style="list-style-type: none"> • What messages and communications channels should you use to accomplish your strategies? • How do these channels reinforce the experience of your brand? <p>Example: Ask and feature donor stories in our monthly newsletter and weekly on our Facebook page</p>	<p>Roles and responsibilities</p> <ul style="list-style-type: none"> • Everyone is a communicator • Who oversees and approves? • What do you do on staff and where do you ask for outside help (volunteers, consultants, interns)? • How do you train and grow skills?
<p>Work plan</p> <ul style="list-style-type: none"> • Create a steady stream of activities • Repurpose when you can • Keep each target audience's needs, wants, and perceptions in mind • Ensure coordination in timing and impact • Develop/refine brand strategy and use brand consistently • Be clear about who will do what & by when 	<p>Budget</p> <ul style="list-style-type: none"> • Staff costs (salary, time) • Materials development • Printing and postage • Software and hardware • Technology systems • Consulting • Travel
<p>Evaluation</p> <ul style="list-style-type: none"> • Measure impact <ul style="list-style-type: none"> - Quantitative and qualitative - Benchmark prior to starting - Focus groups, interviews, surveys • Types of measures: <ul style="list-style-type: none"> - \$ raised - # of calls or requests - # of media hits - # of page views, followers, fans - # of letters sent, petitions signed, etc. 	<p>Evaluation</p> <ul style="list-style-type: none"> • Use data to refine your approach <ul style="list-style-type: none"> - What's working and what needs to change? - Are there new messages, channels, audiences? - Who is most engaged? Least? Why? - What messages or content are generating actions?
<p>Author: Farra Trompeter, Bigduck - Smart communications for nonprofits www.bigduck.com. Some elements of the original full presentation are copied here, please see full presentation: http://www.slideshare.net/bigducknyc/developing-a-communications-strategy-for-your-nonprofit</p>	

4. STOCKTAKING OF BARRIERS AND OPPORTUNITIES FOR SLM IMPLEMENTATION

4.1 COMMON BARRIERS FOR MAINSTREAMING SLM

The DS-SLM Project strategy is to remove key global, regional and national barriers to scaling up of SLM through improved SLM decision support. Mainstreaming SLM during the DS-SLM project shall focus on overcoming identified barriers regarding policy, national, financial and technical involvement needed to support SLM activities in the long term.

Most barriers for mainstreaming SLM rely on the lack of understanding on the real dimension and consequences of land degradation as well as the lack of understanding for not only the on-site but also the off-site benefits of SLM (e.g for DRR). Documenting good practices and producing scientific data, creating evidence on DLDD problems and existing and potential SLM solutions is a fundamental activity for overcoming these barriers.

A complexity of institutional, technology, market and financial aspects/ factors influence decisions to invest in land conservation as mention by Shiferaw (1998) and shown in **Figure 7**:

B. Shiferaw, S.T. Holden/Agricultural Economics 18 (1998) 233-247

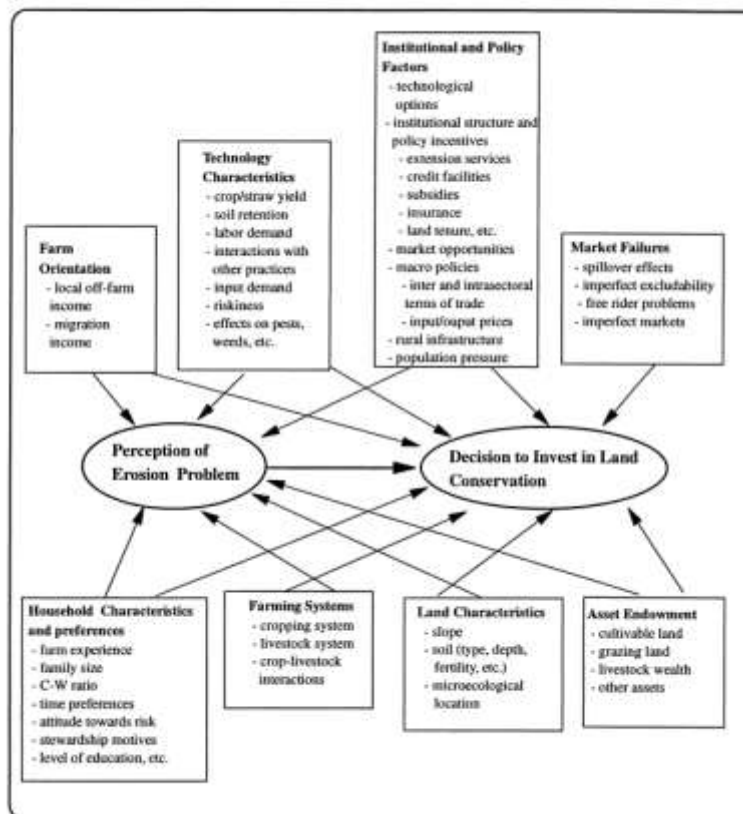


Fig. 1. Factors that influence the desire and capacity of land users to invest in land conservation.

Although land degradation’s economic, social and environmental impacts, the combat to land degradation is usually not fully integrated and prioritized into national processes. The implementation of SLM practices faces a wide array of barriers worldwide (political, institutional, economic and cultural barriers). These barriers need to be overcome through a process involving different institutions at different levels.

With different degrees of maturity, countries have advanced in the process of integrating the combat to land degradation in national policy dialogue and project planning and implementation. Although countries have different contexts and characteristics, some **common barriers** for mainstreaming SLM have been identified in DS-SLM project countries as well as some **opportunities** for the DS-SLM project to contribute to mainstreaming SLM. *Table 4. Common barriers and Opportunities for mainstreaming SLM* summarizes the barriers found by each DS-SLM project country mentioned in their respective national project documents for the development of the Prodoc of the DS-SLM project. The analysis of opportunities is an input from the author.

Table 4. Common barriers and opportunities for mainstreaming SLM

BARRIERS FOR MAINSTREAMING SLM	POTENTIAL OPPORTUNITIES FOR MAINSTREAMING SLM (1/2)
<i>Institutional and political barriers</i>	
<ul style="list-style-type: none"> • Policy inconsistency and administrative changes in government. • Unpredictable policy changes • Weak enabling environments toward harmonization and coordination of policy, legal and regulatory frameworks. • Lack of harmonized economic and environmental policies • Ineffective regulatory environment • Weak governance and enforcement of SLM related legislation. 	<ul style="list-style-type: none"> • National policies favoring SLM have been developed. In many countries policies and regulations do environmental management and conservation and governance systems have been strengthened.
<ul style="list-style-type: none"> • Lack of cross-sector coordination and cross-sectoral budgetary planning. Predominance of sectorial and compartmental approach for SLM planning, budgeting and intervention. • Sectors competing for different land management approaches, land areas and natural resources. • Lack of a coherent framework for coordination on policy and practice related to land use and management. 	<ul style="list-style-type: none"> • Diverse existing national coordination structures are in place. • Countries have inter-sectoral coordination structures acting and promoting coordination and planning for several development and cross-sectoral issues. It is important to integrate SLM in existing coordination structures at all levels, either directly or indirectly related to SLM. • Land degradation when associated mainly with food security and climate change and water management may revisit of higher or more evident importance.
<ul style="list-style-type: none"> • Gap between planning and implementation • Gap between centralized and territorial planning and implementation processes. • Top-down planning processes, local planning is not enhanced. • Strategies and action plans formulated but not implemented. 	<ul style="list-style-type: none"> • Existing SLM programmes and projects already focus on different aspects of SLM, such as ecosystem management, sustainable agriculture, biodiversity conservation, sustainable forest management, forest restoration, etc. • Planning processes are developed at different levels and territorial planning importance is increasing.

BARRIERS FOR MAINSTREAMING SLM	POTENTIAL OPPORTUNITIES FOR MAINSTREAMING SLM (2/2)
<i>Knowledge and Technological barriers</i>	
<ul style="list-style-type: none"> • Lack of priority provided to combating land degradation in national planning and finance frameworks. • Multiplicity of actors acting with conflicting interests. • Lack of national and subnational data and information on land degradation; • Difficulties to integrate SLM and environmental knowledge in economic and social sectors. 	<ul style="list-style-type: none"> • Communication tools are available or can be developed. Activities such as awareness raising and communication of the importance of SLM are needed when mainstreaming and upscaling SLM. • Project findings including maps, assessments, best practices, can be used to supporting decision making processes through different communication techniques.
<i>Socio-cultural barriers</i>	
<ul style="list-style-type: none"> • Low understanding of the importance of SLM at all levels; • Concept of “development” usually favours infrastructure, marked development and short term economic benefit; • Lack of effective participation mainly from local level stakeholders. 	<ul style="list-style-type: none"> • The sharing of evidence of the consequences of land degradation is increasingly possible.
<i>Economic and Financial barriers</i>	
<ul style="list-style-type: none"> • Insufficient budgetary allocation, misuse or limited access to financial resources, mainly at local levels; insufficient. • Inappropriate economic policies promoting exploitation of natural resources instead of SLM. • Trade and market policies traditionally favouring agricultural and forest products coming from non-sustainable land management. • Low investment and micro-entrepreneurships opportunities. • Lack of economic incentives for shifting towards SLM. • Perverse subsidies. 	<ul style="list-style-type: none"> • Regional and national Investment frameworks are being developed. • National and local Incentive and financing mechanisms are in place in many countries and SLM can be integrated • Putting in evidence the contribution of SLM to climate change mitigation and adaptation may provide an opportunity for integrating SLM in climate change financing mechanisms. • Many micro-entrepreneurs and private sector enterprises are open to contribute to SLM activities.
<p>This table summarizes and is based on the information compiled by the 15 DS-SLM project in DS-SLM countries’ work programmes.</p>	

4.2 COMMON BARRIERS FOR SCALING OUT SLM PRACTICES

Some of the barriers and opportunities found in DS-SLM project countries for scaling out SLM practices are found in Table 5. *Common barriers and Opportunities for scaling out SLM*. For scaling out SLM practices, in general, there is a lack of sufficient information and tools attaining local levels, including land use approaches and specific land management technologies, but in addition, land users have limited support and opportunities to use/ translate this information into practice and therefore to improve their land management.

Table 5. Common barriers and Opportunities for scaling out SLM

BARRIERS FOR SCALING OUT SLM	POTENTIAL OPPORTUNITIES FOR SCALING OUT SLM
<i>Institutional and political barriers</i>	
<ul style="list-style-type: none"> • Top-down approaches to land management • Lack of linkages between local level and centralized national level. 	<ul style="list-style-type: none"> • Training and capacity building activities are provided at all levels by several governmental and non-governmental institutions programmes and projects
<i>Economic and Financial barriers</i>	
<ul style="list-style-type: none"> • Limited incentives and financial resources for implementing SLM in many rural areas. • Financial and technical assistance is usually tied to project implementation. • Limited access to credit by small farmers (particularly attributed to problem of accessibility of small landowners, land tenure and difficulties to obtain short term returns). • Material resources and mechanisms for the provision of technical support are limited. 	<ul style="list-style-type: none"> • Many national and local financing mechanisms, including watershed funds and microcredit, mobilizing funds have developed efficient local capacity building and participatory processes. SLM shall be integrated in financing mechanisms.
<i>Knowledge and Technological barriers</i>	
<ul style="list-style-type: none"> • Inadequate access to new information, knowledge and technologies by smallholders and by many institutions mainly at decentralized and local levels. • Capacity building focuses only to farmers and not into a wider circle including, local politicians, local traders, local decision makers and private sector. • Lack of local access to information generated at national and global level. • Existing knowledge is fragmented and not sufficiently disseminated and implemented. • Gaps between applied research and practices. • Inexistent or weak permanent extension programmes. • Top-down approaches in capacity building. • Poor knowledge and low valuation of local know-how. • Limited linkages between applied research, GIS tools and common knowledge sharing. • Weak farmer to farmer communication between different areas. • Small numbers of skilled technicians in the DDL domains remaining in urban areas; • Capacity building failing to understand and integrate technical knowledge into local social dynamics and local knowledge systems. 	<ul style="list-style-type: none"> • Local knowledge systems are in place • Information on the types of degradation, impacts and is demanded. • In many cases local organizations, such as producers associations, livestock producers, rural women associations, are strong. • Partnerships with research institutions are in place • Many programmes and projects addressing SLM practices are in place.
<i>Socio-cultural barriers</i>	
<ul style="list-style-type: none"> • Complexity and high risk assuming limits the adoption of new technologies. • Abandonment of old practices of soil conservation, water management and pastoral management. • Youth migration from rural areas to urban areas, leaving many rural areas without labour force and knowledge continuity. • Many farmers are not knowledgeable sustainable ecosystem management, either because they come from different ecosystems or because this knowledge has been lost in past generations. 	<ul style="list-style-type: none"> • Information on economic returns and gaps for promoting adoption of new technologies may be included in assessment methodologies. • Programmes willing to rescue traditional knowledge are emerging.
<p>This table summarizes and is based on the information compiled by the 15 DS-SLM project in DS-SLM countries' work programmes.</p>	

5. POLICY INSTRUMENTS

5.1 TARGET POLICY INSTRUMENTS FOR SLM MAINSTREAMING

The SLM mainstreaming and upscaling strategy shall build on national and international processes and provide validated technical, policy and financial responses tailored to concerned stakeholders, including public and private sector, NGOs and development partners.

This section of the module is intended to provide some ideas and examples of key policy instruments that, among others, could be addressed when mainstreaming SLM into national policies.

A preliminary rapid analysis of national policies and priorities related to SLM, agriculture, environmental management, economic development and other sectors such as climate change and biodiversity conservation shall be made upfront, in order to target mainstreaming activities. Nevertheless, once the DPSIR assessments at landscape/local levels are done, information on key policy barriers will be at hand and at this point the integration and targeting of new policy instruments will be needed.

Mainstreaming SLM involves ensuring that combat to land degradation perspectives and attention to the goal of SLM are central to the principal or dominant course, tendency or end related to policy development, research, advocacy/ dialogue, legislation, resource allocation, and planning, implementation and monitoring of initiatives, programmes and projects.

The operational strategy shall identify key institutions and policy instruments to create synergies, partner and interact with in order to integrate project findings into national processes and turn the project intervention more sustainable over the long-term and beyond the end of the project.

A traditional approach to mainstreaming focus on the elaboration of policy briefs targeting high-level decision makers in order mainly to integrate an issue into national development plans. Although the inclusion of SLM into the national development plan is crucial, policies are implemented through several policy instruments.

Policy instruments translate policies into processes, actions and budgets. Policy instruments include national regulations, strategies, programmes, sub-national development plans, incentives and financing mechanisms and management plans, among others. During the course of the DS-SLM project implementation, institutional, planning and financial entry points should be addressed according to its existing and potential linkages with SLM.

In order for DS-SLM countries to integrate SLM project findings into national policies, it is necessary to determine the range of policy instruments that could hinder SLM implementation, considering that decisions are taken at different levels and throughout different processes.

A rapid analysis of national policies and priorities relevant to national economic development, SLM, agriculture, environmental management, and other sectors such as climate change and biodiversity conservation shall be made in order to identify existing political framework. The idea is not to provide a general analysis of the overall institutional framework, only as a general diagnosis, but to identify key entry points, institutions and policy instruments that could address the barriers and desired changes for SLM implementation.

The following key policy instruments could be targeted, among others:



Decisions enhancing SLM implementation are taken at all levels:

Policy instruments to be addressed for mainstreaming and scaling out SLM	Level of intervention
1. National policies, regulations	National
2. Strategies, programmes and projects	National + subnational
3. Incentive and financing mechanisms	National + subnational
4. Territorial planning processes	Subnational
5. Decision making at ground level	Local – landscape

Table 6. Policy instruments for Mainstreaming SLM

Instruments	Level	Instruments (examples)	Key organizations and Institutions (examples)
1. Policies, regulations	<ul style="list-style-type: none"> National 	<ul style="list-style-type: none"> Policy Acts National development plans Sectoral policies Laws 	<ul style="list-style-type: none"> ✓ Presidency ✓ Ministries ✓ Congress
2. Strategies, programmes, action plans	<ul style="list-style-type: none"> National Strategies 	<ul style="list-style-type: none"> Poverty Strategy Papers Rural development strategy 	<ul style="list-style-type: none"> ✓ Ministry of Planning ✓ Ministry of Finance ✓ Ministry of Environment ✓ Ministry of Agriculture
	<ul style="list-style-type: none"> Sectoral strategies and programmes 	<ul style="list-style-type: none"> National action plan for combating desertification Agricultural development strategy Climate change adaptation strategy Forest management strategy 	<ul style="list-style-type: none"> ✓ Sectoral Ministries ✓ International cooperation ✓ Private companies, ✓ NGOs ✓ Academia
	<ul style="list-style-type: none"> Decentralized strategies and programmes 	<ul style="list-style-type: none"> Watershed management programmes Soil conservation programmes Extension programmes 	<ul style="list-style-type: none"> ✓ Sectoral Ministries ✓ International cooperation ✓ Private companies, ✓ NGOs ✓ Academia
3. Incentives and financing mechanisms	<ul style="list-style-type: none"> National budgets 	<ul style="list-style-type: none"> National expenditure frameworks Sector investment plans 	<ul style="list-style-type: none"> ✓ Ministries of Finance, Forestry, Agriculture and Environment
	<ul style="list-style-type: none"> SLM financing strategies and investment frameworks 	<ul style="list-style-type: none"> SLM Financing strategies SLM Investment frameworks 	<ul style="list-style-type: none"> ✓ Ministries of Finance, Forestry, Agriculture and Environment ✓ International cooperation
	<ul style="list-style-type: none"> Incentive programmes 	<ul style="list-style-type: none"> SLM, forest restoration, sustainable agriculture incentive programmes 	<ul style="list-style-type: none"> ✓ Ministries of Finance, Forestry, Agriculture and Environment
	<ul style="list-style-type: none"> Innovative financing mechanisms 	<ul style="list-style-type: none"> Environmental funds Watershed funds Climate change finance Agriculture and forest certification Micro-credit programmes 	<ul style="list-style-type: none"> ✓ Decentralized governments, ✓ NGOs, ✓ private sector ✓ International cooperation ✓ Microfinance institutions ✓ Local cooperatives and saving groups
4. Decentralized territorial planning	<ul style="list-style-type: none"> Decentralized administrative unit budgets Territorial strategies 	<ul style="list-style-type: none"> Territorial strategies Rural development strategies and programmes 	<ul style="list-style-type: none"> ✓ Decentralized governments. ✓ Indigenous organizations. ✓ Farmer organizations. ✓ NGOs. Academia
5. Local-level decision making	<ul style="list-style-type: none"> Local territorial strategies and plans 	<ul style="list-style-type: none"> Indigenous territorial management strategies Community and farmers management plans 	<ul style="list-style-type: none"> ✓ Community based organizations. ✓ Indigenous organizations. ✓ Local producers associations ✓ Livestock management assoc. ✓ Local trade associations ✓ Agriculture and manufacture micro-enterprises. ✓ Local-based NGOs

Soledad Bastidas, FAO-NRL Consultant.

5.2 POLICIES and REGULATIONS

Some elements to consider when addressing policies and regulations include the following:

- Mainstreaming SLM into wide national policies such as Policy Acts, National Development Plans, Poverty Strategies, as well as sectoral policies (agriculture, environment, rural development, etc.) is crucial. The integration of SLM concerns into a National Development Plan will guide national sectoral policies and priorities, national investments, as well as international cooperation.
- Integrating SLM in wide national policies may require a focused intervention at the time where these instruments are being developed or updated. For instance, at the time when a new government installs, there is a unique opportunity for mainstreaming SLM into new highest policy instruments.
- There are several policies dealing directly or indirectly with SLM; sometimes influencing policies directly related to SLM, such as economic and trade policies, may have a strong impact on SLM.
- Mainstreaming SLM into laws and regulations may be crucial, mainly in countries, where governance and law enforcement is determinant. Specific regulatory barriers for SLM should be identified, as well as perverse laws and regulations. A process of harmonization of policies may be promoted.

Box 7.

Useful tool : UNDP tool for mainstreaming dryland issues into national development frameworks

Related Publications and Resources

Fact Sheet: Why Mainstream Drylands Issues into National Development Frameworks?

[21/09/09] The brochure, part of UNDP-DDC's fact sheet series, highlights the importance of mainstreaming drylands issues into national macroeconomic plans and other development strategies/frameworks and outlines the role UNDP-DDC plays in this issue area. [More...](#)



Mainstreaming Drylands Issues into National Development Frameworks

[01/10/08] The document provides broad generic steps for mainstreaming environment and drylands issues into national development frameworks, as well lessons drawn from various countries on environment and drylands mainstreaming. The guidelines have been developed with the aim of influencing action at several levels of planning and policy engagement. [More...](#)



Mainstreaming Drylands Issues into National Development Frameworks (French)

[01/10/08] The document provides broad generic steps for mainstreaming environment and drylands issues into national development frameworks, as well lessons drawn from various countries on environment and drylands mainstreaming. The guidelines have been developed with the aim of influencing action at several levels of planning and policy engagement. [More...](#)



Mainstreaming Drylands Issues into National Development Frameworks (Spanish)

[01/10/08] The document provides broad generic steps for mainstreaming environment and drylands issues into national development frameworks, as well lessons drawn from various countries on environment and drylands mainstreaming. The guidelines have been developed with the aim of influencing action at several levels of planning and policy engagement. [More...](#)



http://www.undp.org/content/undp/en/home/ourwork/global-policy-centres/sustainable_landmanagement/mainstreaming_ofdrylandsandenvironmentalissuesintonationaldevelo.html

5.3 STRATEGIES, PROGRAMMES AND PROJECTS

- An analysis of strategies and programmes directly and indirectly related to SLM shall be done in order to focus LD/SLM assessments as well as mainstreaming and scaling up activities. This analysis shall guide the selection of stakeholders, workshops and other activities in order to create further partnerships for integrating SLM in national and subnational processes and for scaling up best practices.
- SLM is a cross-sectoral issue linked to and applied by many different sectors and issues and shall be integrated into a wide range of sectoral areas such as environment, agriculture, climate change, forest conservation and management, as well as sectors and issues related to economic development, finance, rural market access and trade, tourism, among others. Key national cross-sectoral strategies include, for instance, Rural development strategies and programmes.
- There are other common sectoral strategies that are relevant for SLM, such as :
 - Land management strategies
 - Environmental strategies
 - Agricultural development strategies
 - National action plan for combating desertification
 - Climate change adaptation strategies
 - REDD+ strategies
 - Forest management strategy
 - Land tenure strategies
 - Food security strategies
- SLM needs a multisectoral response, from environmental and non-environmental sectors. Other relevant sectors where national strategies and programmes shall integrate SLM perspectives are related to trade and market development. National policies encouraging trade of certain agricultural products may have immediate effect on landscapes structures.

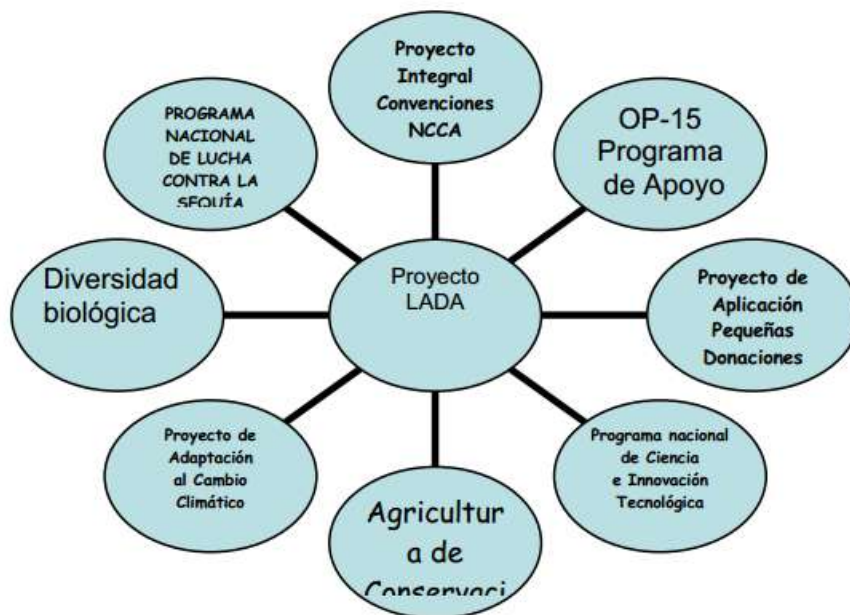
According to the International Institute for Environment and Development

Environmental mainstreaming results in a better understanding of the capabilities of environmental assets, the consequences of environmental hazards, and the real or potential impacts of development on the environment. Such understanding can consequently improve decisions, especially if there is a systematic institutional framework for making such decisions. In its emphasis on integrated approaches and informed trade-offs, environmental mainstreaming is a major practical component of sustainable development. It can be assisted by a variety of technical and deliberative tools. However, these tools must be well suited to context, the decision at hand, and the actors taking the decision. This latter factor is particularly important since both organisational and individual values and priorities need to change if environment and development are truly to be integrated, and the environment is not to be treated merely a technical aspect (IIED)

www.environmental-mainstreaming.org

- Interaction, alliances and partnerships shall be developed with key programmes and projects in order to create synergies. The following example of LADA-Cuba reflects the multiple synergies of LADA with a wide range of policy instruments (Figure 8).

Figure 8.



Source: SINERGIAS CON LADA, Cuba Proyecto LADA. Evaluación de la Degradación de Tierras en Zonas Áridas. Informe de línea base. La Habana, Cuba. Marzo , 2007

- Policy instruments include also cross-sectoral and sectoral programmes and projects that translate SLM-related policies into action, in the sectors mentioned above. In addition, there are several subregional projects that are conducted by the international cooperation, with which linkages should be established.
- Stakeholders involved in programmes and projects shall be integrated in the DS-SLM process, workshops and targeted actions in order to create partnerships for integrating DS-SLM findings in national and subnational processes and for scaling out best practices in the context of their projects.
- One of the main targets of DS-SLM specific findings shall be the national action programmes for combating land degradation and desertification (NAPs). Once the information and recommendations emerging from DS-SLM project findings is included in NAPs, mainstreaming shall be done for integrating NAPs into wider investment strategies and frameworks.
- One of the main challenges is the fact that as SLM is a cross-sectoral issue, there are usually many national agencies with land administration and national functions. In this case, national policies regarding land management may be difficult to address in a targeted manner and

intersectoral coordination is needed. A sectoral approach may be adopted, but bearing in mind that SLM is an integral concept that cannot be addressed only by a given sector (ex. Environmental sector). Relevant sectoral strategies may already include SLM priorities; the challenge is to maintain the integral aspect of SLM while issues are divided in different sectors.

- In this sense, existing national inter-sectoral coordination instances, at both political and technical levels, shall be integrated in the DS-SLM process.
- Extension and farmer to farmer programmes are important to be considered for scaling out SLM best practices, mainly in countries where extension programmes are implemented. In many cases extension activities are integrated into other programmes, projects and even financing mechanisms.

5.4 INCENTIVE AND FINANCING MECHANISMS

One of the main barriers for SLM implementation is insufficient or inefficient use of financial resources mainly at local levels. The integration of SLM into policies, strategies and programmes shall be translated into further or more sustainable resource mobilization for SLM implementation.

Evidence-based information on LD/SLM shall be directed towards key financing instruments allowing a sustainable mobilization or resources increasing budget allocations from governmental and non-governmental sectors.

Some elements that may be considered when addressing policies and regulations include the following:

- The integration of SLM into existing national, subnational, local financing and incentive mechanisms at all levels is crucial for promoting SLM implementation.
- Existing Incentive and financing mechanisms shall be identified in advance and partnerships made with in order to integrate relevant stakeholders into the overall project planning and implementation.
- Land degradation issues are often not mainstreamed into national development decision-making. As a result, government budgetary allocations for mitigating land degradation are weak, and policy recommendations relating to economic growth often conflict with the goal of SLM.

- Mainstreaming is a process that shall improve awareness and capacities at various levels and sectors, mainly into those sectors that can influence further resource allocation and improved investments for SLM.
- Specific practices may be integrated into incentive and financing mechanisms while SLM in general may be integrated into wider budget planning processes such as national and territorial development budgets.
- Priority areas within national incentive programmes and mechanisms might be identified in order to orient the area/site selection for subnational assessments.
- Mainstreaming shall lead to improve the consideration given to SLM as a development issue and improve resource mobilization for SLM scaling out and implementation. Several financing mechanisms already mobilize resources for SLM aspects, such as land restoration, biodiversity conservation, climate change adaptation, and so on. Every country has its own types of financing mechanisms with more or less potential to mobilize resources for SLM implementation.
- SLM may be mainstreamed in several financing processes and instruments, such as:
 1. National development and Sectoral budget frameworks
 2. SLM financing strategies and investment frameworks.
 3. Territorial budgets.
 4. International cooperation finance.
 5. Climate change finance.
 6. National incentive mechanisms and programmes.
 7. Market-based mechanisms.
 8. Microfinance.
 9. Environmental and watershed funds.
 10. Private investments.
- The mainstreaming process could also generate and promote the development of new and specific incentives and financing mechanisms for scaling out best practices.
- As mentioned by the Landscapes for People Food and Nature (LPFN) Initiative, there is a need to structure financial mechanisms to bridge asset investments across landscapes. Increasing the amount of asset investment in Integrated Landscape Management (ILM) will require the development of innovative financial mechanisms targeted to conducive time horizons, scales and risk profiles. Finance flowing from these mechanisms will not only need to be attracted to landscapes, but coordinated spatially across landscapes (Shames et.al., 2014)

- Microfinance or microcredit programmes could support the scaling out of SLM best practices through the integration of SLM into microcredit agricultural lines or through specific SLM oriented credit lines and products.

Some national financing frameworks and mechanisms that may be considered and addressed for mainstreaming SLM and for mobilizing resources for scaling out SLM best practices are:

- National development and sectoral budget frameworks;
- Financing strategies and investment frameworks;
- Incentive and Market-based financing mechanisms;
- Microfinance; and
- Local environmental funds

5.4.1 National development and sectoral budget frameworks

At the highest level the national development planning and national and sectoral expenditure frameworks may be the most important but often difficult instruments where to integrate SLM. Integrating SLM into national investment frameworks requires a clear understanding on the need of considering SLM as a development **issue** and therefore as an investment and not as only an “environmental expenditure”. To this end, DS-SLM mainstreaming activities may focus on highlighting the drivers and impacts of land degradation as well as the benefits of SLM in relation to poverty, vulnerability and economic development opportunities. LD/LSM assessments shall provide useful information regarding for instance the economic cost of inaction, the contribution and benefits of combating land degradation or overlapping areas with poverty index and development plans.

It is important to consider that national expenditure frameworks are usually prepared by the Ministries of finance and economic planning with inputs from each sector. In this regard, the consideration and approach given to SLM into national expenditure frameworks shall be revised, as many national frameworks focus, for instance, on trade and agriculture but not necessarily on SLM.

For instance, the development of Poverty Reduction Strategy Papers in some countries such as Benin, has been done through a “greening process” aiming at ensuring environmental sustainability in the national development process by promoting the concrete policy measures targeted to mainstream environment and drylands issues in plans, programmes and projects (UNDP1). Also, the development of Country Strategic Investment Framework (CSIF) on Sustainable Land Management (SLM) in some countries such as Uganda, have integrated all country SLM initiatives under a harmonized platform to improve coordination among the different SLM stakeholders in Government, development partners, NGOs and civil society (see box.8)

¹ UNDP mainstreaming webpage: <http://web.undp.org/drylands/mainstreaming.html>

Box 8.

Burkina Faso is finalizing its **Country SLM Investment Framework (CSIF)** with the support of TerrAfrica partners such as NEPAD, CILSS and the GM. CILSS and CAP DEV* developed an innovative methodology for mainstreaming NAP into sectoral instruments. The approach undertaken by CAP DEV in Burkina Faso involves a very strategic process of mainstreaming key SLM/NAP issues through already prioritized intervention frameworks, in order to enhance further resource mobilization for NAP implementation. This has been done in the framework of the NAP alignment to the UNCCD's 10-Year Strategy. Some key recommendations are made by CAP DEV:

- Common communications strategies and work programmes across different ministries should be developed for the three Rio conventions, accompanied with specific messages on how to integrate SLM into development frameworks;
- On the policy framework, the definition of the NAP should be well understood and considered as the comprehensive set of measures that are needed to fight against land degradation at the national level. Such an approach would need to be included in a general intervention framework, which would assist, among other things, the country Parties in raising finance more effectively;
- The NAP should be fully integrated into national development frameworks for agricultural and national rural development programmes, with particular attention focused on innovative sources of financing, such as climate change financing mechanisms and other tools ;
- A financial analysis of the investments needed at the country level should be made to operationalize the NAP and provide a supportive basis for the formulation of an investment framework. Such an analysis should start with the identification of the "SLM component", in each relevant programme of the National Strategic Development Plan,
- Coordination mechanisms across different ministries and institutions at the country level need to be established, as an essential component of the process through which the NAP is implemented and operationalized;
- A common resource mobilization strategy between the three Rio Conventions' objectives should be elaborated, since these 3 conventions are targeting the same populations and the same lands, all with the same aim of promoting sustainable land management and improving of affected populations livelihood. Great importance needs to be assigned to capacity enhancement initiatives at subregional, national and local levels to integrate the SLM dimension, particularly within the framework of the decentralization policies.
- It is vital to secure political will and build national capacities to decentralize and harmonize a country's programmes with the regional frameworks and its commitment in participating to new regional initiatives.

Source: <http://global-mechanism.org/news-events/news/sharing-the-nap-alignment-process-the-case-of-burkina-faso>.

* Youssef Brahim, Managing Director of CAP DEV. Y.brahimi@cap-dev.com

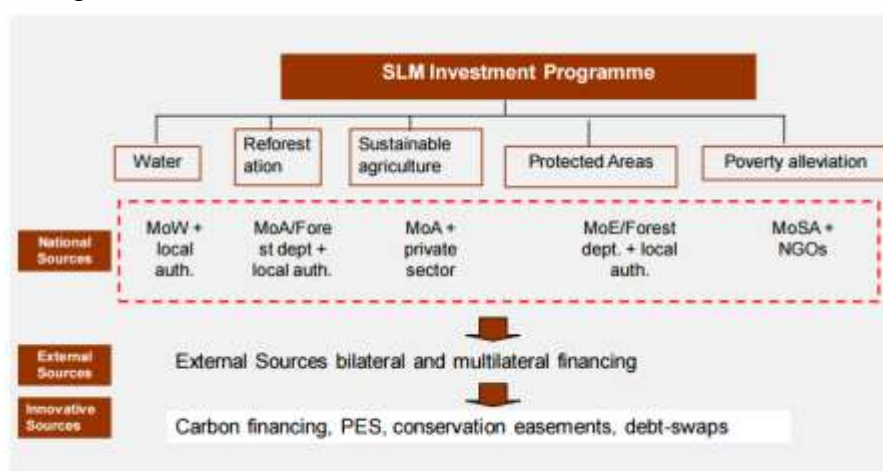
5.4.2 Financing strategies and investment frameworks

The UNCCD's 10-Year Strategy encourages Partner countries to design SLM financing strategies and investment frameworks. With this respect, the Global Mechanism of the UNCCD promotes the design of integrated financing strategies, where national, international and innovative financing mechanisms were identified and an action plan formulated in order to address them.

SLM financing strategies and SLM investment frameworks may be key instruments for NAP implementation and for improving resource mobilization for SLM in the countries.

One of the main challenges of SLM Integrated Financing Strategies (IFS) is the passage from planning to implementation. Responding to the fact that SLM is a cross-sectoral issue, SLM Integrated Financing Strategies address several sectoral budgets and several sources of finance, as shown in the next figure developed under the Global Mechanism's IFS concept (Figure 9).

Figure 9.

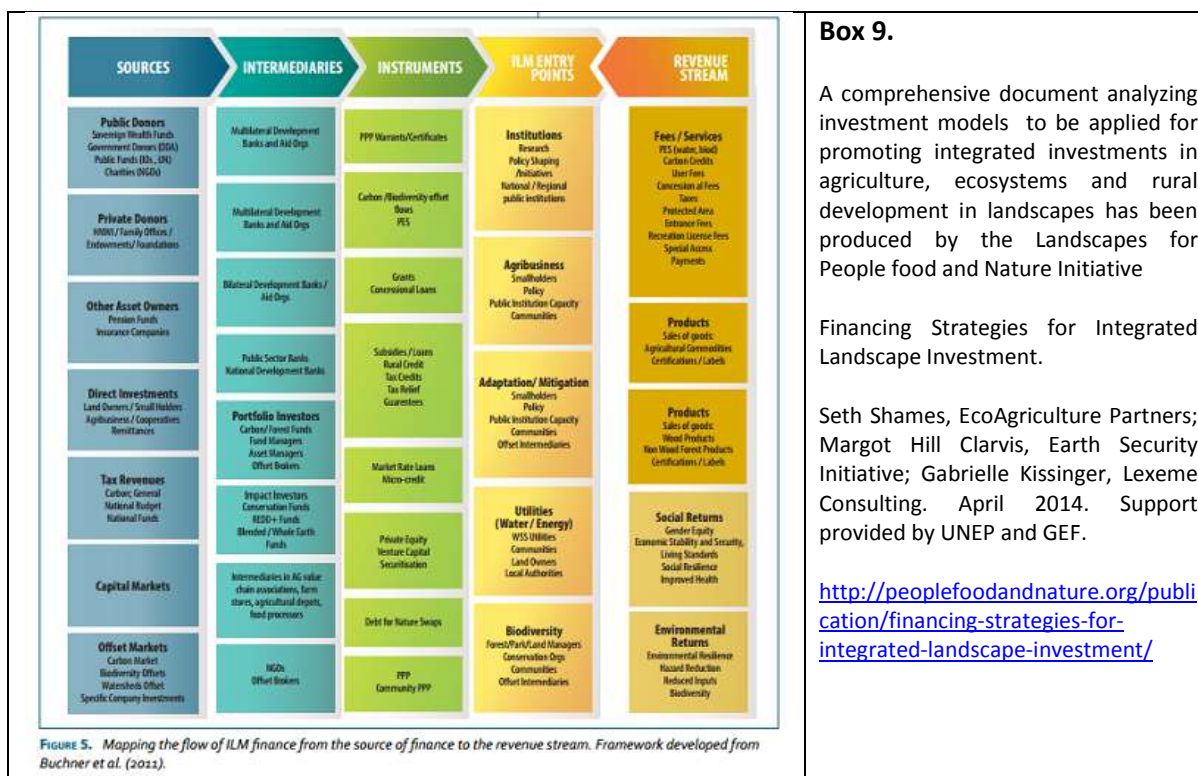


Source: The Global Mechanism, 2007.

Integrated Financing Strategies require a very firm commitment from national decision-makers and from the international cooperation in order to be implemented.

Also, most SLM financing strategies address the national level, while envisaging a financing strategy at the landscape level may be an efficient approach for SLM implementation. As mentioned by the Secretariat Coordinator of the Landscapes for People, Food and Nature Initiative:

“ Policymakers and land managers around the world are struggling to use our finite land and resource base to increase agricultural production, ensure resilient ecosystems and improve livelihoods. Many are turning to integrated landscape management (ILM) as a framework for inter-sectoral planning and investments to reduce potential trade-offs and realize inherent synergies ” (Sarah Schen)



Box 9.

A comprehensive document analyzing investment models to be applied for promoting integrated investments in agriculture, ecosystems and rural development in landscapes has been produced by the Landscapes for People food and Nature Initiative

Financing Strategies for Integrated Landscape Investment.

Seth Shames, EcoAgriculture Partners; Margot Hill Clarvis, Earth Security Initiative; Gabrielle Kissinger, Lexeme Consulting. April 2014. Support provided by UNEP and GEF.

<http://peoplefoodandnature.org/publication/financing-strategies-for-integrated-landscape-investment/>

5.4.3 Incentive and Market-based financing mechanisms

Economic incentives may encourage SLM directly or indirectly. The creation of linkages between the DS-SLM project and incentive programmes is of outmost importance for mobilizing resources for SLM implementation.

At international level, the widely discussed international financing mechanism for Reducing Emissions from Deforestation and Forest Degradation (REDD+) is nowadays one of the most important mechanism for mobilizing resources for national and local levels. Local and national SLM related projects are under the REDD+ portfolio of a wide range of countries.

At national level examples of incentive economic mechanism include taxes and fees, subsidies, Incentive programmes and tradeable permits.

National incentive programmes usually target specific activities, such as reforestation, forest restoration, sustainable agriculture, etc.

Market- based mechanisms are policy instruments that use markets, price and other economic variable to provide incentives to promote environmental related changes. Market-based mechanisms are often used in the framework of the UNCCC, the UNCCD and the CBD as innovative financing mechanisms.

There is a wide range of market-based mechanisms that are used for promoting SLM, among them:

Payments for Ecosystem Services (PES) are voluntary programmes that provide direct incentives to enhance the provision of ecosystem services. PES programmes have proliferated rapidly over the past decade, with more than 300 programmes implemented around the world. It is estimated that 5 national PES programmes alone channel more than USD 6 billion per year. Another study estimates that payments for watershed services in 2008 totalled over USD 9 billion (OECD, Scaling up finance mechanisms for biodiversity).

PES deals have a range of potential payment types from which to choose, including:

- Direct financial payments, usually compensation for opportunity costs or loss of livelihood incurred by ecosystem service protection, such as the conversion of managed farmland to natural forest.
- Financial support for specific community goals, such as building of a school or clinic to remunerate for ecosystem services.
- In-kind payments, such as the beehive-for-conservation payment transaction that Fundación Natura is making in Bolivia
- Recognition of rights, such as increased land rights and increased participation in decision-making processes. (RedLAC, 2010)

Box 10.

RedLac, the Latin America and Caribbean Network of Environmental Funds has developed a series of toolkits for the design of environmental financing mechanisms.

For instance, a guide for developing step by step for PES project include all aspects of PES.

<http://www.funbio.org.br/wp-content/uploads/2012/04/1-Environmental-Funds-and-Payment-for-Environmental-Services.pdf>

Markets for green or certified products

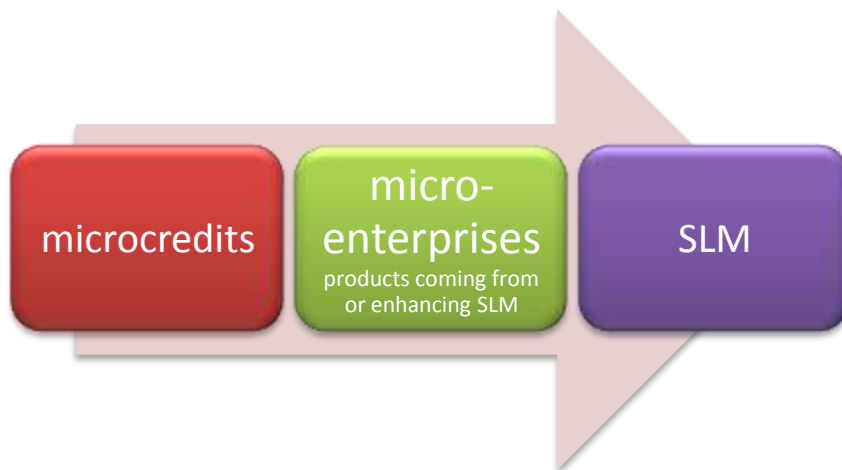
Certification is a procedure whereby a third party provides written assurance that a product, process or service complies with certain standards. Certification processes have been developed mainly for forest and agriculture management, including organic and fair trade agriculture and manufacturing. Effective SLM certification schemes have not been developed or are not widely know. Nevertheless, the integration of SLM issues and SLM best practices into criteria&indicators of agricultural certification schemes could enhance the promotion of SLM practices within certification processes.

5.4.4 Microfinance

Microfinance is one of the most interesting financing mechanisms where SLM could be mainstreamed and that could be fundamental for scaling out SLM best practices. Once SLM technologies and approaches are selected and prioritized, microfinance mechanisms could be used to support implementation and scale out of such practices as well as to leverage additional resources and co-finance.

Microfinance is the financial services system, including formal and informal credit schemes used worldwide as a tool to promote rural economic growth. Microfinance and related financing mechanisms such as local revolving funds can be excellent tools for implementing SLM practices because these are schemes usually developed and managed by local stakeholders, responding to local priorities and needs.

Microcredits may be used for applying a land management technology but also, and maybe more frequently, they are used for the development or strengthening of micro-enterprises. In community areas, micro-enterprises play a crucial role in the expansion, or create barriers, for SLM. Many micro-enterprises provide added value to plants and products either coming from SLM or whose management has the potential to enhance SLM.



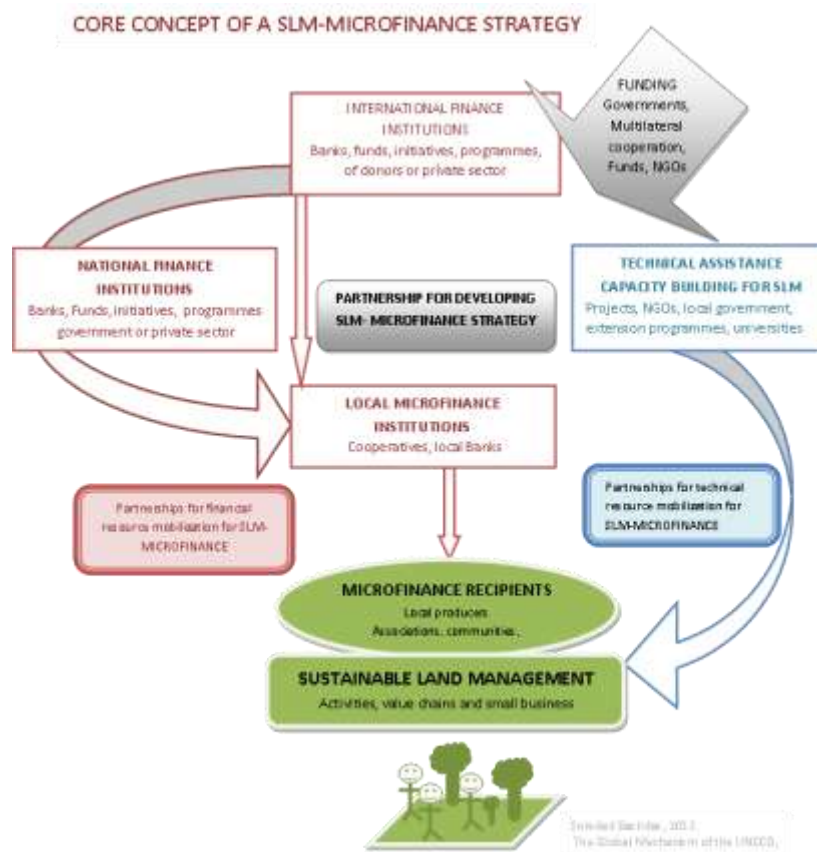
Recent approaches are focusing on improving the use of microfinance in order to enhance farm practices and rural micro-enterprises promoting SLM. Microfinance has been used for agriculture development since decades, nowadays many financial institutions are creating green credit lines and donors are focusing on strengthening microfinance programmes.

Besides mobilizing billionaire amounts of financial resources, microcredit schemes are usually developed at local levels with a strong participatory societal process. Village saving groups, local cooperatives enhance local organization and dialogue towards specific community problems that are supported by micro-credits.

Existing microfinance programmes and rural microfinance institutions rural credits should be addressed and targeted during the *DS-SLM Operational Strategy for SLM mainstreaming and scaling out*, in order to promote the integration of SLM into their programmes, credit lines, and criteria&indicators for delivering credits.

Also, specific SLM microfinance strategies and programmes may be designed with local, national and international financing institutions (see figure 9). DS-SLM project countries could establish synergies with microfinance programmes or enhance a SLM-microfinance approach in order to scale out SLM best practices.

Figure 9.



DS-SLM country projects could enhance or strengthen a SLM-microfinance approach in order to scale out SLM best practices.

5.4.5 Local environmental funds

Local environmental funds are another crucial target policy instrument where SLM could be integrated or strengthened in order to promote the scaling out of SLM technologies and approaches.

Most environmental funds, mainly watershed funds, focus in biodiversity and protected areas conservation. Nevertheless there are many environmental funds acting in overall watersheds and in protected areas buffer zones, where SLM can be integrated.

A watershed fund is a financing mechanism that was born with the idea of gathering resources from water or ecosystem services consumers to finance conservation efforts for the protection of the ecosystem that is providing water. Watershed funds have emerged in several structures and many of them gather now a blend of resources from different sources including the international cooperation.

BOX. 11

Environmental funds toolkit - CFA Conservation Finance Alliance

<http://toolkit.conservationfinance.org/>



Environmental funds mobilize financial and technical resources for conservation and sustainable land management. Unlike the majority of project-based approaches, funds are instruments for the medium and long term, and aim to ensure the financial sustainability of local development initiatives. On the financial side, they can provide long-term sources of finance for conservation and sustainable development, tools for leveraging additional resources, and cost-effective instruments for managing funds. On the environmental side, these funds are seen as a way to finance national environmental strategies and strengthen the capacity of local environmental organizations. Environmental funds are also said to offer new possibilities for public-private partnerships and decentralization of decision-making (Starke 1995; Meyer 1997, in Bayon et.al, sf).

Environmental funds ensure financial sustainability and enhance the governance of indigenous territories—securing, among other things, the availability of resources for implementation of long-term development agendas, and the institutional strengthening of local organizations (CIFOR, 2014).

Environmental funds deliver resources to communities and farmers through diverse mechanisms, including project funding, compensation and microcredit and revolving fund schemes. The mainstreaming of SLM best practices into the portfolio of targeted activities to be funded by environmental funds could have a crucial impact and sustainability for the scaling out process.

5.5 TERRITORIAL PLANNING PROCESSES

It is fundamental that DS-SLM process and project findings are integrated into territorial planning processes which includes budgets assigned at

BOX. 12

Ghana has developed a Handbook for **Mainstreaming Drylands Issues into District Development Plans.**

The handbook provides practical steps for mainstreaming drylands issues into development plans of District Assemblies using the Strategic Environmental Assessment (SEA). The handbook is under use in 24 Drylands Districts participating in the mainstreaming programme.

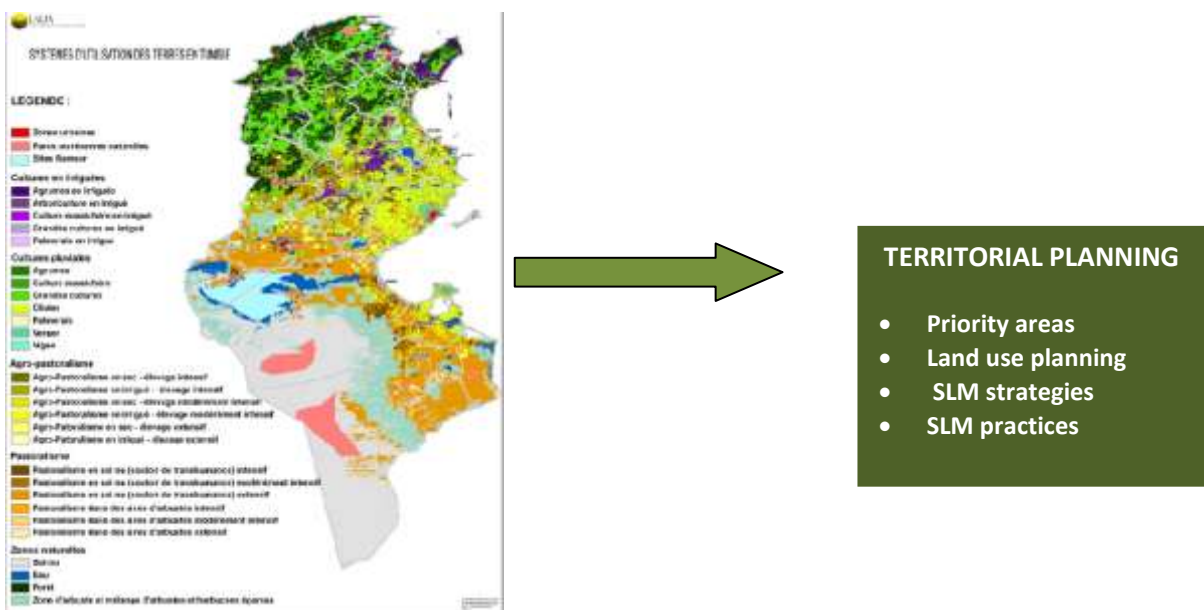
<http://web.undp.org/drylands/mainstreaming.html>

decentralized levels as well territorial strategies.

The overall work of the DS-SLM project into landscapes shall contribute to provide inputs to territorial planning, including strategies, territorial budget allocations and projects emerging from decentralized levels.

As well as in LADA, *country teams should partner-up with rural development actors and environmental and government institutions at sub-national (e.g. province) and local (e.g. district) levels, there where LADA local assessments are conducted, in order to identify concrete applications of LADA methodology for purposes of planning and decision-making at decentralized levels.*

Several tools have been developed for participatory territorial planning in several countries. The mainstreaming of SLM into such planning processes is fundamental and might result in SLM territorial strategies.



5.6 LOCAL LEVEL DECISION MAKING

Mainstreaming SLM implies activities at different sectors (agriculture, environment, finance, etc.) and instruments and at all levels (global, national, decentralized and local levels). Decision-making processes developed at local level are of utmost importance although often underestimated. In order to effectively promote changes in the way that land is being managed, farmers associations, local women groups and all forms of local farmer coordination structures shall be a main target for both mainstreaming and scaling out processes.

In order to effectively promote changes in the way that land is being managed, farmers associations, local women groups and all forms of local farmer coordination structures are a main target for both mainstreaming and scaling out processes.

There are several instances of local governance and decision making that deal directly with land management. In many cases, local and indigenous communities develop their territorial management plans, where LD/SLM assessments and the selection of best practices through LADA-WOCAT tools may be an important input.

BOX. 13

Namibia Case Study: **Combating Land Degradation with Tools for Local Level Decision Making World Resources Report**

http://www.wri.org/sites/default/files/uploads/wrr_case_study_local_level_decision_making_namibia_.pdf

Landowners shall have the appropriate incentives and an enabling environment that provides technical and financial support for implementing new practices. Also, as mentioned by Pulido and Bocco, in their analysis of *Local Perception of Land Degradation in Developing Countries, A Simplified Analytical Framework of Driving Forces, Processes, Indicators and Coping Strategies*”, local communities should not be expected to simply adopt suggested practices; they may rather be supported to develop their own projects on the basis of their indicators and perception of land degradation, and their own survival priorities.

In this perspective, the work undertaken through the DS-SLM project in landscapes and at community level should strengthen and be guided by local processes.

While ecosystem approaches to management focus on broad spatial scales, decision makers increasingly recognize that implementation must occur at the local level with local land use decisions.

Implementing the Principles of Ecosystem Management Through Local Land Use Planning.

Samuel D. Brody TexasA&M University.

http://research.arch.tamu.edu/media/cms_page_media/3429/03-01A.pdf

BOX. 14

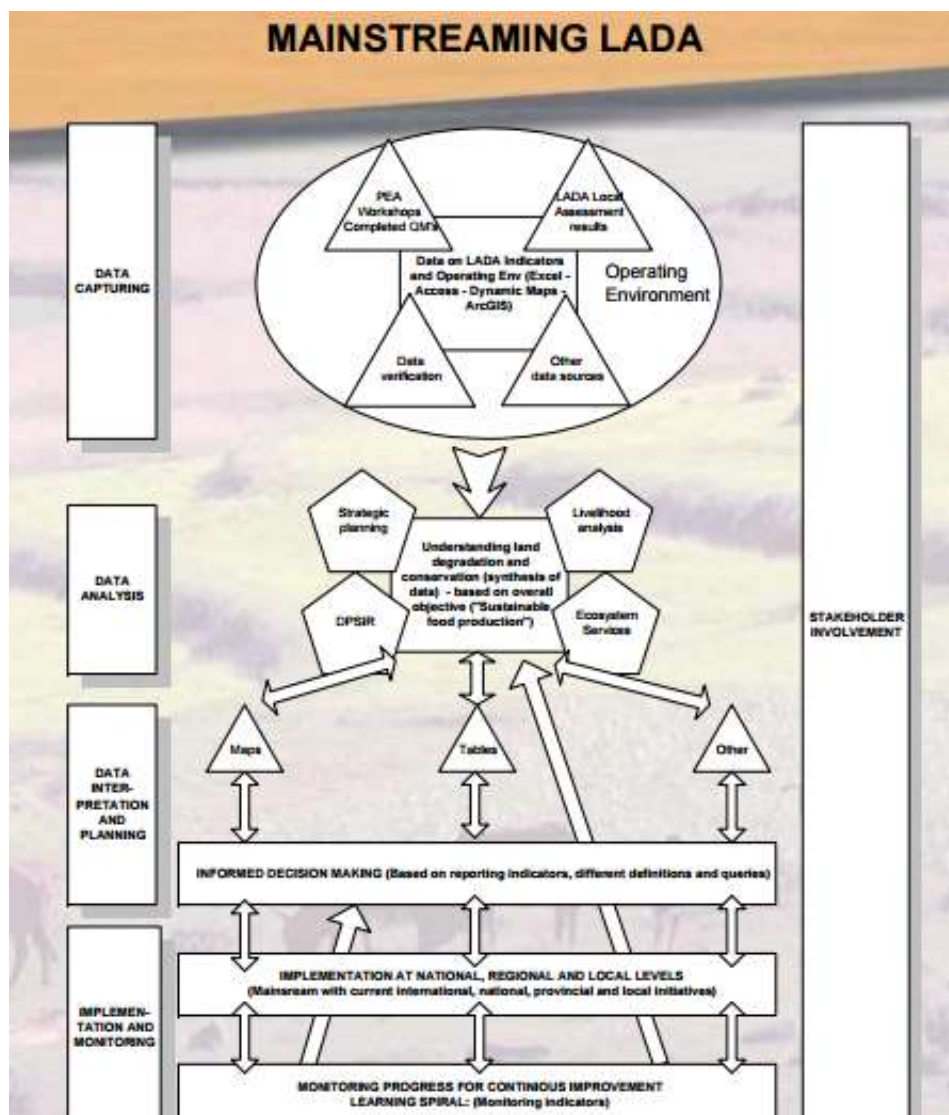
Mainstreaming approach of South Africa with LADA

LADA-SA approach for mainstreaming LADA in South Africa

- ✓ Mainstreaming = understanding your operating environment and the problem in your country
- ✓ Working backwards = start with your goal (want to be), where you are (current status) and plan to bridge the gap (strategy)
- ✓ Transform the operating environment into an enabling environment (institutional support)

LADA-SA approach for mainstreaming LADA in South Africa

- ✓ Address specific needs – answering questions, inform decision making and provide relevant information (understanding the system in order to manage the system)
- ✓ Provide decision makers with options and alternatives
- ✓ Keep track of progress, start small and focus on issues really important for ensuring adaptation of SLM practices. (Address the real causes of the problem and focus limited resources to where its really needed)



Source: Mainstreaming LADA in South Africa. Lehman Lindeque. Department of Agriculture, Forestry and Fisheries South Africa. November 2009. Power point presentation.

6. SUMMARY OF KEY PRACTICAL RECOMMENDATIONS FOR MAINSTREAMING AND SCALING OUT SLM

The following 7 key elements may be considered when developing the DS-SLM mainstreaming and scaling out strategy:

1. A clear concept about what is mainstreamed is needed in the course of the DS-SLM project implementation. What are we going to mainstream?:

- *the use of LADA-WOCAT methodology?*
- *SLM as an integral concept?*
- *a specific SLM practice?*
- *a methodological tool for landscape assessment and SLM implementation?*

2. Mainstreaming may focus to promote changes and activities facilitating the implementation and scaling out of SLM.

3. The *Operational Strategy for SLM mainstreaming and scaling out* shall guide the activities to be undertaken during the course of the DS-SLM project implementation for integrating SLM into national policies and for promoting the scaling out of SLM practices.

4. SLM shall be mainstreamed into key policy instruments at all levels and not only into national development strategies. Policy instruments include:

- Policies and regulations
- Strategies, programmes and projects
- Incentive and financing mechanisms
- Decentralized territorial planning
- Local-level decision making processes

4. The *Operational Strategy for SLM mainstreaming and scaling out* may be divided in 3 phases, where a preliminary institutional analysis may lead the institutions with whom the DS-SLM project will create synergies and will implement the project. A second phase can consist on implementing mainstreaming activities during and after the national/subnational and landscape/local assessments are done. A third phase focus on the development of partnerships for further scaling out.

5. The *Operational Strategy for SLM mainstreaming and scaling out* may include or be designed as a communication strategy, with objectives, target audiences, tools and budget for its implementation.

6. Among policy instruments that could be addressed, integrating SLM or developing financing strategies for SLM at landscape level could be an excellent input of the DS-SLM project in order to seek sustainability of SLM implementation.

7. DS-SLM project countries may include in their activities the design of a methodological process tool for landscape evaluation, identification and implementation of SLM best practices, based on LADA-WOCAT tools but resulting from its application at landscape level along with SLM implementation.

ANNEX 1.

National Observatory of Land degradation and desertification in Argentina

In Argentina, LADA was at the basis of the establishment of the *Observatorio Nacional de la Degradación de Tierras y Desertificación*. The establishment of a similar Observatory could be one of the activities to be considered in the framework of the DS-SLM Operational Strategy. According to Argentinean LADA coordination unit:

“The observatory was created in 2011 with the aim of contributing to the monitoring, evaluation and mitigation of land degradation and desertification and in order to give follow up to the LADA project. LADA lay down the foundation in Argentina for the establishment of a national monitoring and evaluation system

and built capacities in key national governmental, non-governmental and academic institutions (SAyDS, CONICET - central, IADIZA, INTA, Facultad de Agronomía de la UBA, CREAN – Universidad de Córdoba). The Observatory provides information regarding the state, trends and risks of land degradation and desertification, in order to elaborate proposals and promote measures for the prevention, control and mitigation that will be used by private and public decision makers of Argentina and for a general awareness raising of the society. To this end, the Observatory is based on information synthesis, a system of monitoring indicators and interactive maps with on line geospatial data and in Pilot sites in diverse regions of the country. The processes of land degradation are analyzed in detail in pilot sites, where data is generated in order to extrapolate the results at a regional scale “.



<http://es.slideshare.net/GRFDavos/vanina-pietragalla-institutionalization-of-desertification-monitoring-in-argentina-development-and-implementation-of-the-national-observatory-on-land-degradation-and-desertification>

Link: <http://www.desertificacion.gob.ar/wp-content/uploads/2013/07/Sist-Nac-Monitoreo.pdf>

USEFUL PUBLICATIONS, TOOLS and REFERENCES

Mainstreaming, scaling up, scaling out:

Defining Replication, Scaling-Up, and Mainstreaming in the Context of the Pacific IWRM Programme

Third Meeting of the Regional Project Steering Committee for the SOPAC/UNDP/UNEP/GEF Project: "Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries" Rarotonga Island, Cook Islands, 25th – 30th July 2011. Defining Replication, Scaling-Up, and Mainstreaming in the Context of the Pacific IWRM Programme: Identifying Priority Areas of Work for Work Plan Development. SOPAC/GEF/IWRM/RSC.3/16 Date: 14th July 2011.

Link: <http://www.pacific-iwrn.org/rsc/third-meeting-documents/16-Replication-Scaling-Up-Mainstreaming-cp.pdf>

Scaling Up Development Programmes – Guidance note

UNDP, 2013. Poverty reduction .

Link: http://www.ifad.org/events/scalingup/guidancepub/guidance_scaling.pdf

Tools and methodological approaches for mainstreaming and scaling up.

Country Support Tool for Scaling-up Sustainable Land Management in sub-Saharan Africa.

TerrAfrica Partnership Publication. Prepared by FAO, 2009.

Version 1.0 July 2009

Link: <http://blengrafix.com/terrAfrica/wp-content/uploads/files/CountrySupportTool.pdf>

The challenges of environmental mainstreaming: Experience of integrating environment into development institutions and decisions.

Dalal-Clayton Barry and Bass Steve (2009). The challenges of environmental mainstreaming: Experience of integrating environment into development institutions and decisions. Environmental Governance No. 3. International Institute for Environment and Development. London.

<http://pubs.iied.org/pdfs/17504IIED.pdf>

Identifying operational mechanisms for mainstreaming community-based adaptation in Nepal.

Bimal Raj Regmia & Cassandra Stara a Discipline of Politics and Public Policy, School of Social and Policy Studies, Faculty of Social and Behavioural Sciences, Flinders University, GPO Box 2100, Adelaide, SA 5001, Australia Published online: 07 Nov 2014.

Link: http://www.tandfonline.com/doi/abs/10.1080/17565529.2014.977760#.VZ6ltPI_Oko

Overcoming the barriers: Mainstreaming climate change adaptation in developing countries.

Tearfundclimatechange briefing paper 1.

<http://www.tearfund.org/webdocs/website/Campaigning/Policy%20and%20research/Overcoming%20the%20barriers%20briefing%20paper.pdf>

Mainstreaming Biodiversity into Sectoral and Cross-Sectoral Strategies, Plans and Programmes

GEF, UNDP, CBD, 2007. Mainstreaming Biodiversity into Sectoral and Cross-Sectoral Strategies, Plans and Programmes Module B-3 Version 1 – July 2007. Module prepared with funds from the GEF, through the Biodiversity Planning Support Programme (BPSP), UNEP, in collaboration with the CBD Secretariat.

Link: <https://www.cbd.int/doc/training/nbsap/b3-train-mainstream-en.pdf>

USEFUL PUBLICATIONS, TOOLS and REFERENCES

Tools and methodological approaches for mainstreaming and scaling up (cont.).

Cross-sectoral toolkit for the conservation and sustainable management of forest biodiversity

Thompson, I. and Christophersen, T., eds. (2008). CROSS-SECTORAL TOOLKIT FOR THE CONSERVATION AND SUSTAINABLE MANAGEMENT OF FOREST BIODIVERSITY. Secretariat of the Convention on Biological Diversity, Technical Series no. 39, Montreal, Canada, 53 pages. . CBD Technical Series No 39

Link: http://www.eldis.org/go/home&id=36081&type=Document#.VZ6y9vl_Oko

Pathways for Scaling Up Sustainable Land Management – What are the key steps?

Anna Tengberg Environment for Development (EfD) in Sweden Gothenburg University. Power point.

<http://lucid.lu.se.webbhotell.ldc.lu.se/wp-content/uploads/2014/10/AnnaTengberg.pdf>

Mainstreaming HIV and AIDS in sectors & programmes.

An Implementation Guide for National Responses. UNDP, UNAIDS, WB

<http://www.undp.org/content/dam/aplaws/publication/en/publications/hiv-aids/mainstreaming-hiv-and-aids-in-sectors-and-programmes--guide/19.pdf>

Scaling Up—From Vision to Large-Scale Change a Management Framework for Practitioners.

Management Systems International, 2012.

Link:<http://www.msiworldwide.com/wp-content/uploads/MSI-Scaling-Up-Framework-2nd-Edition.pdf>

Process for scaling up and mainstreaming LADA/WOCAT tools in national strategies and programmes in Argentina LADA Workshop, Alghero, Italy 24-27 November 2009. Power point presentation.

Scaling up management framework

Scaling Up - From Vision to Large-Scale Change A Management Framework for Practitioners

<http://www.msiworldwide.com/wp-content/uploads/MSI-Scaling-Up-Framework-2nd-Edition.pdf>

Stocktaking of Tools and Guidelines to Mainstream Climate Change Adaptation

UNDP, 2010. Screening Tools and Guidelines to Support the Mainstreaming of Climate Change Adaptation into Development Assistance – A Stocktaking Report

Link: http://www.preventionweb.net/files/13122_UNDPStocktakingReportCCmainstreamin.pdf

Guidance Note on Mainstreaming Environment into National Development Planning

UNEP, UNDP brochure

Link: <https://www.cbd.int/doc/meetings/nbsap/nbsapcbw-seasi-01/other/nbsapcbw-seasi-01-undp-unep-guide-en.pdf>

The Guidance Tool: A Manual for Mainstreaming Climate Change Adaptation into the CDM Country Work Programme

The Caribbean Disaster Emergency Management Agency (CDEMA). CARICOM

Link: https://unfccc.int/files/adaptation/application/pdf/cca_guidance_tool_e_book_.pdf

USEFUL PUBLICATIONS, TOOLS and REFERENCES

Financing mechanisms

Financial instruments and mechanisms for climate change programs in Latin America and the Caribbean. A guide for Ministries of Finance.

IDB, 2013. Hilén Meirovich, Sofia Peters Ana R. Ríos. Inter-American Development Bank Climate Change and Sustainability Division. POLICY BRIEF No. IDB-PB-212

Link: http://publications.iadb.org/bitstream/handle/11319/1529/IDB-PO-101_en.pdf;jsessionid=4CE7B1986CFAD691A1734EAA67269157?sequence=1

Environmental funds and payments for ecosystems services

RedLAC capacity building project for environmental funds/ Tommie Herbert, Rebecca Vonada, Michael Jenkins, Ricardo Byon; Juan Manuel Frausto Leyva. – Rio de Janeiro: RedLAC, 2010. 02 p.:il. ; 29 cm. Bibliography: p.102.

Link: <http://www.funbio.org.br/wp-content/uploads/2012/04/1-Environmental-Funds-and-Payment-for-Environmental-Services.pdf>

Unlocking National Opportunities: New Insights on Financing Sustainable Forest and Land Management. FAO, ITTO, TROBENBOS, GM, NFP Facility. Policy brochure.

<http://www.fao.org/docrep/016/ap451e/ap451e00.pdf>

Communication and Marketing for Environmental Funds.

RedLac, Capacity Building Project for Environmental Funds. http://www.funbio.org.br/wp-content/uploads/2012/10/Redlac_Ingles_6_COM-CAP-FINAL.pdf

The Strategic Investment Program for Sustainable Land Management in sub-Saharan Africa. Brochure.

Link: http://www.ifad.org/climate/gef/GECC_overview.pdf

Financing Strategies for Integrated Landscape Investment.

Seth Shames, EcoAgriculture Partners; Margot Hill Clarvis, Earth Security Initiative; Gabrielle Kissinger, Lexeme Consulting. April 2014. Support provided by UNEP and GEF.

Link: <http://peoplefoodandnature.org/publication/financing-strategies-for-integrated-landscape-investment/>

Scaling up financing mechanisms for biodiversity

OECD, Policy Highlights.

Link: <http://www.oecd.org/env/resources/OECD%20Finance%20for%20Biodiversity%20f%20lr%20WB%20SM.pdf>

Overcoming Barriers to Scale: Institutional impact investments in low-income and developing countries

Huppé Gabriel A. and Silva Mariana H (2013). IISD.

Link: http://www.iisd.org/pdf/2013/overcoming_barriers_to_scale.pdf

USEFUL PUBLICATIONS, TOOLS and REFERENCES

Local-level decision making processes

Lessons from local environmental funds for REDD+ benefit sharing with indigenous people in Brazil.

Maria CIFOR . Fernanda Gebara, Luiza Muccillo, Peter May, Claudia Vitel, Lasse Loft and Angelo Santos .
Infobrief . No. 98, November 2014.

Link: http://www.cifor.org/publications/pdf_files/infobrief/5198-infobrief.pdf

Local Perception of Land Degradation in Developing Countries: A Simplified Analytical Framework of Driving Forces, Processes, Indicators and Coping Strategies.

Juan Pulido and Gerardo Bocco, Living Rev. Landscape Res., 8, (2014), 4.

Link: <http://www.livingreviews.org/lrlr-2014-4>

Linking degradation assessment to sustainable land management: A decision support system for Kalahari pastoralists

Reed M.S., Dougill A.J. August, 2009.

Article in Journal of Arid Environments 74 (2010) 149–155.