



PEGASUS
Public Ecosystem Goods and Services from
land management – Unlocking the Synergies



Working Together to Build a Successful Initiative

THE PEGASUS TOOLKIT



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Stages 1 and 2: Initiation and Preparation

Start your initiative
Definition



Prepare your initiative
Actors & their roles



Identify the challenges
Drivers & constraints



Build your network
Connections

Develop your initiative
Development



Evaluate your progress
Review

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A toolkit

Learning from examples around Europe, the PEGASUS project has identified a set of common principles and supporting methods to help actors at the local level who wish to enhance the environmental and social benefits provided by farming and forestry. **PEGASUS** stands for ‘Public Ecosystem Goods And Services from farming and forestry – Unlocking the Synergies.’

www.pegasus.ieep.eu

This PEGASUS ‘toolkit’ is a compendium of **advice, guidance and ideas for planning local initiatives or projects to encourage more sustainable farming and forestry**. It has been developed to help new and existing initiatives to become stronger and increase their effectiveness and impact. It does this by drawing together and sharing the experience of 34 varied examples across ten countries in Europe. All of these initiatives, some young and some more established, aim to deliver a range of additional benefits to society from farming and forestry, including:

- social benefits, e.g. vibrant rural communities, high quality of life, protecting local culture and traditions and promoting human health; and
- environmental benefits, e.g. biodiversity, pollination, water quality, healthy functioning soils and high-quality landscapes.

One important aspect shared by all 34 initiatives is that they all required the involvement and interaction of different people and institutions (actors and stakeholders), coming together to achieve beneficial changes. In many cases, the partners had not collaborated before.

Most initiatives seem to follow a **common set of social processes** through which they progress from earliest conception to maturity. These can be divided into a number of distinct ‘phases’ or ‘situations’ which usually follow one another, and in which certain actions, considerations and learning need to occur. So, we have organised the toolkit around four main Stages, reflecting this pattern.

Stages 1 and 2 cover the setting-up of a new initiative and all of the challenges that this entails.

Stages 3 and 4 cover the operation, development and periodic review of the initiative once it has been launched.

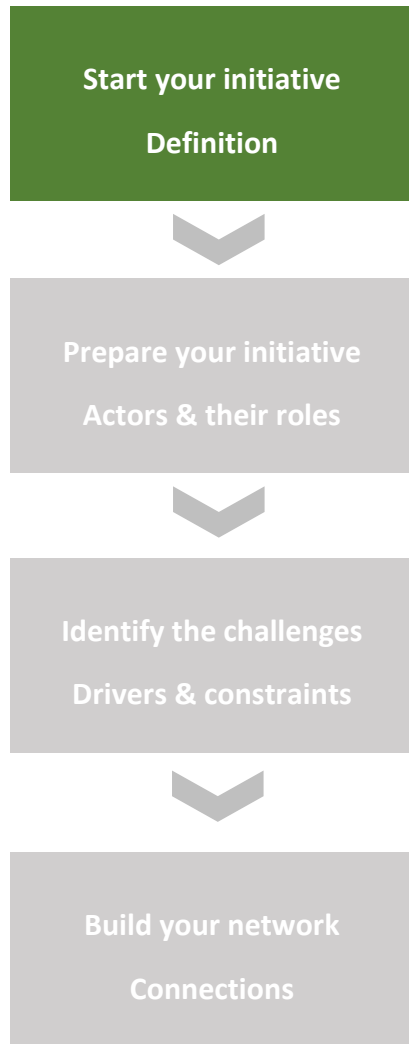
For each stage, we offer advice and ideas clustered around different ‘key principles’ which have proved important for all the initiatives in PEGASUS (see them at www.pegasus.ieep.eu).

If you are thinking about starting, or are already involved in, a local initiative we hope that these principles, advice and ideas, each with supporting PEGASUS examples, can provide encouragement and support for you. You can ‘dip in’ to the different sections wherever it seems most relevant to your own situation and the stage of development of your initiative.

One key point to remember is that, **when you are trying to get initiatives like this up and running well, you are not alone!**

All of the case studies examined in PEGASUS has struggled with a whole range of similar issues and found different ways to overcome them. We hope that by seeing what they have done, you can also overcome challenges and achieve success.

Stages 1 and 2: Initiation and Preparation



DEFINING THE AREA/SYSTEM, THE CHALLENGE AND THE CONTEXT

This will be a continually evolving process and never likely to be complete. However, it is important to start at the beginning but be aware that it is an early 'sketch' that will need to be updated regularly. There is not right or wrong order in which Principles A1-3 need to be considered, just that they are all considered.



Stages 3 and 4: Development and Review



1. Define the area or the system

DESCRIPTION

The initiative that you are developing will need to have some limits to its coverage. Too small and it might not have sufficient impact, too large and it will struggle to have any impact at all. The area might be geographical, for example part of a river catchment or a natural feature like a mountain range or a geological-based set of features. It might be administrative, for example a local government area, or it might be an economic system such as a food supply chain. It might of course be a combination of these things.



Organic farming in the mountain Murau region, Austria

This initiative focuses on successful implementation of the joint organic quality certification and marketing initiative “Zurück zum Ursprung” (ZZU), focussing on the organic mountain ‘haymilk’ production scheme in the region Murau, Styria in Austria. By connecting the production of quality products to alpine landscapes, the organic mountain ‘haymilk’ scheme creates synergies between the improvement to the income of mountain farmers and those of other parties along the value chain, and the maintenance of typical landscapes within a defined area and high levels of biodiversity. The significance of the ZZU initiative is the attempt to link organic farming with additional ‘haymilk’ regulations and traditional features of mountain farming as well as the horizontal and vertical integration of the entire value chain.

[Link to full case study document](#)

CASE STUDIES

WILD catchment project, United Kingdom

The Water with Integrated Local Delivery (WILD) project is a local initiative that grew out of an existing partnership formed to implement Water Framework Directive (WFD). However, it soon became apparent that the aim to improve the water and land-based environments was also linked to a range of other multiple benefits (economic and social as well as environmental). The partnership works within a known location and includes a number of stakeholders who had not worked together before including government agencies ([Environment Agency](#), [Natural England](#)), institutional landowners (National Trust) and farmers, private companies (Thames Water), 18 local communities (represented by Gloucester Rural Community Council) and a local university (University of Gloucestershire, [Countryside and Community Research Institute](#)).

[Link to full case study document](#)


TIPS

The key question to ask is what ‘area’, ‘place’ or ‘system’ is considered to be central to the initiative in order for a change to be effective? In this way the area, place or system can be defined. This can be quite a tricky undertaking. For example, when considering an integrated approach there are a number of ways in which different aspects (social, economic and environmental) interact with each other and the more you include the more difficult the task can become. It is important to be flexible when discussing this with potential partners, especially across different sectors.

Links to other resources

When developing the background for the initiative it can be useful to reveal what is special about your area. Ask key contacts if there are local and national sources of data that are available to show this across a range of environmental, economic and social areas. To help you develop a case it might be useful to compare your local and national data with the EU region in which you are based. The PEGASUS project has developed a tool to help you do that – [just click on this link](#)

2. Define the challenge

DESCRIPTION

When developing the initiative, it is helpful to determine the central challenge that you are trying to address. Once this is beginning to take shape it is worth sharing it with a partner you trust to see if they agree or take a slightly different view. In this sense the challenge would benefit from being quite general, e.g. 'Improving the water quality and overall environmental value of the [suggested area]'. If too specific, e.g. 'Reducing levels of nitrate in the River X', this might be off-putting to some sectors that feel they are being blamed or others that do not feel connected.

CASE STUDIES



Grass-fed beef, Estonia

The market situation was unfavourable for beef producers in Estonia so, two beef producers and enthusiasts came up with the idea that common action, co-operation and initiative is needed in order to be independent from manufacturing pricing decisions and provide more value-added and diversified production. The grass-fed beef initiative unites NGO Liivimaa Lihaveis, two closely related private limited companies (processing, distribution) and more than 40 organic farms who have joined the state certified organic grass-fed beef quality scheme. The common goal of all partners involved is to collectively produce, process and market grass-fed beef, promote the consumption of grass-fed beef, and is related with provision of biodiversity, landscape, carbon sequestration/storage, rural vitality and animal welfare. [Link to full case study document](#)

Birds and amphibians on meadows, Czech Republic

Lack of motivation to manage the former valuable meadows threatened the long-term future of this area. The potential biodiversity value motivated enthusiasts from an NGO to initiate collective action to renew the management to benefit both birds and amphibians. The management approach was agreed and, together with a second NGO, money was raised from public funds (for capital work) and the general public. Restoration of irrigation systems and small pools, combined with careful management by farmers, has increased the biodiversity of the area significantly. The area is now managed by a new governance system under the leadership of the NGO and collective management of resource, including new rules and processes. [Link to full case study document](#)



TIPS

As you develop your thinking be aware that potential partners covering different areas to you might take a different perspective. For example, if you have an environmental priority, local business might take another view. It is important that the challenge makes sense to them as well as to you.

Try and find a way to suit a wide range of partners so that they feel they have something to both contribute and agree on. Then show how these factors are linked and dependent on each other.

Links to other resources

To help you develop a case it might be useful to compare your local and national data with the EU region in which you are based. The PEGASUS project has developed a tool to help you do that – [just click on this link](#)

3. Define the context

DESCRIPTION

Defining the local context requires identifying the core characteristics in the area and/or system that you are wanting to base the initiative around. This will cover the social aspects, such as who the main potential partners (e.g. local communities, local government) are and how decisions are made. For the environmental aspects the main sectors need to be covered for land and water and the representatives from the key organisations that you will be working with, both statutory and NGOs. The economic partners are likely to be those from agricultural, forestry, tourism etc. and understanding how they are structured and communicate is crucial.

CASE STUDIES



Bergamot, Italy

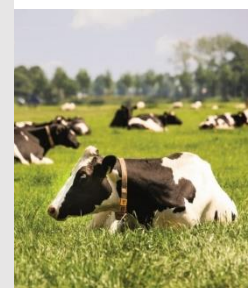
In order to meet demand for essential oils from Bergamot citrus, farmers created an association which stabilised supply and quality and reacted to pressures on small farmers that put them at a disadvantage in the market. In addition, organic Bergamot farmers found a niche market. Both associations took care of the resource, cultural values and environment (biodiversity, landscape and water), but in different ways. In both cases the main change was the creation of collective action enabling them to introduce the needed changes in governance. This changed their negotiation status and role in the market and the overall economic situation in the area.

[Link to full case study document](#)

Outdoor dairy cow grazing, Netherlands

Dairy production has shifted from grazing outdoors to keeping cows indoors (by nearly 40% between 2001-2015) due to economic pressures to concentrate production. However, outdoor grazing is highly appreciated by consumers and general public for animal welfare, landscape and biodiversity reasons. In order to turn this appreciation to a demand which could be utilised in marketing it was linked to the production of high quality cheese. A collective approach was used to guarantee minimum standards of outdoor grazing and thus justify a premium to support the less economically viable production methods for high premium cheese production.

[Link to full case study document](#)



TIPS

It might help to consider this task as a mapping exercise, so it would be good to make this a collective activity. Certainly, it is important to agree on the context covering how decisions are made and at what level in different areas. Is there a situation within farming and/or forestry that you are concerned about? Why is this? How do these activities relate to the levels and trends in particular public benefits? Once you have a good idea of these, then you and the partnership might be in a position to change the situation for the better, once you have agreed what that is. The aim would be to develop a multi-objective initiative to deliver a range of benefits that can be articulated so that it is attractive to a range of partners and interest groups.

Links to other resources

To help you develop a case it might be useful to compare your local and national data with the EU region in which you are based. The PEGASUS project has developed a tool to help you do that – [just click on this link](#)

Stages 1 and 2: Initiation and Preparation



UNDERSTANDING ACTORS AND THEIR ROLES

The examples are aimed at showing how trust has developed and how to engage all sorts of stakeholders, including those difficult to convince



Stages 3 and 4 : Development and Review



1. Understand the relevant partners and their interests

DESCRIPTION

Key to a successful initiative is a good understanding of the relevant partners, how they interact and how this affects the provision of environmental and social benefits in their specific situation. All the relevant partners in the system need to be identified and contact made with them. Relevant partners will often include: land managers, farmers and/or foresters; those to whom they supply and/or obtain supplies; those who enjoy the environmental and social benefits; private partners and community members; policy-makers, support services, social and economic institutions, and community leaders.

CASE STUDIES



Bergamot, niche and organic products in Calabria, Italy

The key partners were identified and invited to start a collective action. The first group of farmers engaged in organic production and agreed to collaborate to process and market their products. Once a new market link had been established and other farmers could see that it was possible to differentiate their product from synthetic chemical substitutes; this provided an opportunity for the longer-established co-operative of non-organic farmers to adopt a similar niche marketing strategy.

[Link to full case study document](#)

Outdoor-grazing payments in dairy farming, Netherlands

Key partners have been identified and contacted. These include a farmers' cooperative (CONO Kaasmakers), collective and agri-environmental associations, a consumers' organisation, and local government organisations. The core of the partnership was the long-established farmers' cooperative. It was necessary to find agreement between the existing farmers' cooperative and processors on the management of a natural resource (grassland), product quality, premiums paid for outdoor grazing and to find a balance between interests of processors and producers.

[Link to full case study document](#)



TIPS

Plan this as a gradual process which allows time to reveal and consider the main concerns and needs of different groups of partners. This allows the identification of these concerns and needs and how they can be addressed or supported through the initiative. This can help to build a common vision for what might be possible to achieve together.

Links to other resources

Having background data showing the situation at an EU, macro-regional and more local (NUTS 3) level can help make connections between partners. Equally, this can help raise awareness, especially when comparing local indicators to benchmarks on a broader scale. The PEGASUS project has developed a tool to help you do that for a set of selected environmental and social benefits – [just click on this link](#)

2. Bring actors together

DESCRIPTION

Ideally, partners should be brought together in a variety of ways, so that they can begin to exchange information and opinions concerning their role(s) in respect of provision and other priorities and needs. The precise sequence of how and when partners become involved will vary according to the local context, but the aim is that all need to be part of the process at some stage. Leaving key partners out of the process is likely to lead to problems as the initiative develops. Without people being in contact, no collective action is possible.

CASE STUDIES



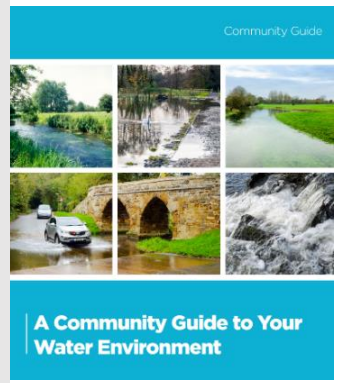
Grass-fed beef, Estonia

The initiative started with direct contact between project staff and the beef producers in order to “sell the idea” of creating a farmer (beef breeders) NGO to lead the development of the whole supply chain. Other key supply-chain stakeholders were identified during the process and information exchanged between them and those already in the farmer-led NGO. Personal contacts were established and maintained across the supply chain with slaughterhouses, processors, retail chains and restaurant chefs all involved.

[Link to full case study document](#)

Water and Integrated Local Delivery (WILD), UK

The WILD project used a wide range of approaches to bring local people together. One task was for all people to feel at ease, so it was important to choose welcoming venues (e.g. pubs and community spaces) and ‘non-threatening’ spaces. Requesting a slot of time at existing meetings was successful in introducing the project to a range of people, and also speaking at other field-based events in the area. Once identified, people were invited to an initial planning meeting that was professionally facilitated where key issues and tasks were identified. [Link to full case study document](#)



TIPS

As a general rule, those likely to be influenced by decisions should be included from the start.
Of course, not all discussions go smoothly, so plans might need to be changed in order to resolve disputes or to keep the majority on board. Bringing groups together should be approached carefully and with sensitivity to social dynamics.

- a. Ensure a neutral contact brings partners together, possibly an external mediator

DESCRIPTION

If key partners have conflicting or opposing interests, then ‘mediators’ in some form are likely to be needed. These individuals or groups might be independent of the partners and thus able to play a neutral ‘brokering’ role in discussions. On the other hand, they might be people in one or other of the key groups who, unlike their peers, are more willing to listen to an opposing view in order to try to find better outcomes, and can therefore be encouraged to ‘take the first steps’, and later encourage their more reluctant peers to do the same.

CASE STUDY



Processed tomato supply chain in the tomato district of northern Italy, Italy

The processed tomato supply chain of northern Italy covers four regions and an autonomous province. The supply chain is organised in an Inter-Branch Organisation, comprising producer organisations and processing companies. This umbrella organisation mediates between different stakeholder interests.

[Link to full case study document](#)

TIPS

Trust develops best where there is a neutral voice bringing the various partners together. If there is an obvious individual who could act as a ‘bridging’ person – knowing two contrasting groups who do not generally trust each other – that person can be invaluable for making the first moves to improve communication, and advising on how it might be achieved.

3. Develop trust between partners

DESCRIPTION

Actively developing trust with and between the different partners is essential. Trust will be needed between key partners as the initiative develops, but this may not happen easily or quickly. It is often critical to understand history – what has happened in the past, which has created the current levels of trust or mistrust between key partners. Low levels of trust, which is a barrier to collective action, need to be addressed and overcome (see principle B3A).

CASE STUDIES



Birds and amphibians support on wet meadows, Czech Republic

In this initiative the importance of trust was not fully recognised when planning the ways how to involve the partners (especially farmers). Appointing a local project manager improved the situation to some extent, but did not fully resolve low levels of trust between some of the partners. As a result, trust between NGO representatives and farmers was not particularly high and alternative strategies to ensure sustainability of the project had to be created.

[Link to full case study document](#)

Water and Integrated Local Delivery (WILD), United Kingdom

In order to develop trust between the wide range of partners in the WILD project, many of whom had not worked together before, a number of on-the-ground actions were identified early on in the project. These actions were selected because they required different partners to engage with each other. Not everyone in the project was keen at the start and some did not want to engage. Such decisions were respected, but the partners were still kept up-to-date with the project. As the initiative started to take shape, some of those on the fringes of the project began to get involved. The lesson learnt is that some partners take time to develop commitment towards a project which might mean a change of direction for them.

[Link to full case study document](#)



TIPS

If some key partners don't know each other, some type of event or activity may be needed to enable them to meet, in unthreatening circumstances. If they know each other but they are suspicious of others' motives and intentions, then a specific process may be needed to help overcome suspicions and build understanding.

a. Address low trust between partners

DESCRIPTION

If trust between the potential partners is very low or the differences between the interests and values of the partners is significant, then the initiator(s) may need to begin with meetings between the potential partners to explore their opinions and understanding of the area and the main issues.

CASE STUDY



Traditional orchard meadows in Hessen/Baden-Wurttemberg, Germany

This initiative for traditional orchards started in the 1980s. However, more recently it has struggled with low levels of trust between key members of the initiative. This has had an impact on the interactions between the initiative and the apple producers. The knock-on impact of this, at the time of the research, was that there was a reluctance to work with other (similar) organisations. The lessons from this example are that unless issues of low trust between partners are dealt with, the future of any initiative becomes increasingly insecure.

[Link to full case study document](#)

TIPS

On-site meetings between a range of partners can be a really good way of outlining the central issues and providing an opportunity for stakeholders to share their knowledge. If trust is better, then meetings between partners or groups can be a useful way to raise awareness about the potential for action to bring benefits for all of them. It is beneficial to be open and transparent about potential benefits and costs as early as possible and facilitate such actions towards fair share of both costs and benefits.

4. Ensure balance between different partners

DESCRIPTION

In situations where there are many partners, it may be necessary to work with a select few rather than everyone. Stakeholders can nominate representatives and have an agreed channel of communication, so all information is shared. However, trying to ensure a balance between different kinds of partner remains very important – if only some interests are represented while others are excluded, the developing agenda for change will be weaker, less balanced and more open to challenge.

CASE STUDIES



SKYLARK collaborative land management initiative, Netherlands

As an organisation, SKYLARK unites arable farmers, food producers and others in the supply chain to embed sustainable arable farming through three basic principles: collaboration in the chain; sharing knowledge; and a system of continuous improvement. With nearly 400 farmers and 63 partners across 45,000ha, a set of structures was formed that provides balance at national and local levels with farmer representation throughout. A quality committee containing producers, processors and consumers was formed to ensure standards are met and improvements agreed.

[Link to full case study document](#)

Volvic Water company, France

The catchment area where Volvic collects water for its bottled water plant is 3,800ha across four towns in central France. Volvic has developed a water catchment strategy since 2007 that brings together public stakeholders, land managers and farmers to ensure a secure water supply and reduce the risk of pollution. This had not happened before and as a result of new governance arrangements, this is now being developed to ensure long-term environmental and social improvements. There is a clear imbalance between Volvic as a global brand and individual farmers, but through the provision of local advisers the farmers can see the benefits of improving the agricultural infrastructure to reduce pollution risk and value-chain interventions.

[Link to full case study document](#)



TIPS

Partners should ask themselves if all potential partners are engaged and if the approach is considering all interests in a balanced way. Without sufficient representation of partners there is a danger of exclusion of those with different interests, which could lead to low trust and non-participation.

Links to other resources

To help you make connections between different partners by helping them to raise awareness of particular issues or features, it can be useful to have background data showing the situation at an EU or EU region level. Equally this can help raise awareness if used, especially when compared to local and national data. The PEGASUS project has developed a tool to help you do that – [just click on this link](#).

Where there is apathy or unwillingness see [B4A](#) or if connections are unclear see [B4B](#)

a. Dealing with apathy or unwillingness to engage

DESCRIPTION

Apathy, or other unwillingness to be included in early discussion. Initiators need to think carefully about any excluded interests, and how to find ways to encourage them to see the initiative as offering them something to make their involvement worthwhile.

CASE STUDIES



Traditional orchard meadows in Hessen/Baden-Wuerttemberg, Germany

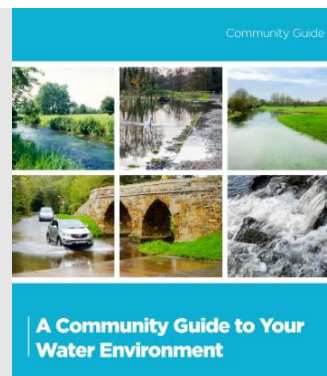
This initiative is in the process of re-thinking its approach and there has been some unwillingness to contribute to the re-development of the initiative. The initiative has been considering involving someone from outside as a facilitator to assist in this process. The PEGASUS team has been able to provide some possible scenarios for resolving the core issues and to develop potential ways forward.

[Link to full case study document](#)

Water and Integrated Local Delivery (WILD), UK

The project has found that the key response to apathy is to accept that membership of the partnership by any participant is fluid, so some will join and others leave. They can always stay in touch, but if circumstances change and they need to adjust their commitments then this is perfectly acceptable. Another approach is to have a task and action focus within the project and keeping the initiative fresh. A monitoring and review process helps this take shape.

[Link to full case study document](#)



TIPS

Sometimes a simple entertainment or social event with local food and drink could be valuable; other times attending pre-established social or sectoral gatherings can provide some opportunities for conversation. Stakeholders need to see that there is a real value from this approach and they might save time, meet people they can work with and improve their business, or even benefit from others and the public spirit generated. Try and find something that interests and/or concerns them. What are the challenges that they are currently facing?

b. Making connections and raising awareness

DESCRIPTION

If key partners have similar interests, then getting them to exchange views and information should be relatively simple – someone just needs to make the connections and raise awareness of their potential common aims. However, where trust between partners is low it is possible that they still share similar interests and here leadership should seek to bridge trust and build on that. Where there is little interaction between partners because they don't share similar interests then there would need to be a concerted effort, perhaps a programme of workshops and site visits, in order to start the process of making connections and raising awareness of the key issues amongst the group.

CASE STUDIES



Grass-fed beef, Estonia

In this initiative the key partners' interests are quite similar – to give more added value to beef production. The role of the initiators of the initiative was to bring stakeholders together, showing the benefits of the action and convincing people to take part of the initiative.

[Link to full case study document](#)

Organic farming label in the mountain Murau region, Austria

The initiative came from a private partner (outside of the region), with substantial experience of the topic and thus was able to start linking the different interested parties and potential partners. In addition, prior to the creation of the initiative, there have been preparatory studies investigating the opportunities for an “organic region Murau”. Although this concept was not being put into practice, it was valuable for the discussion, increasing awareness and creation of the initiative

[Link to full case study document](#)



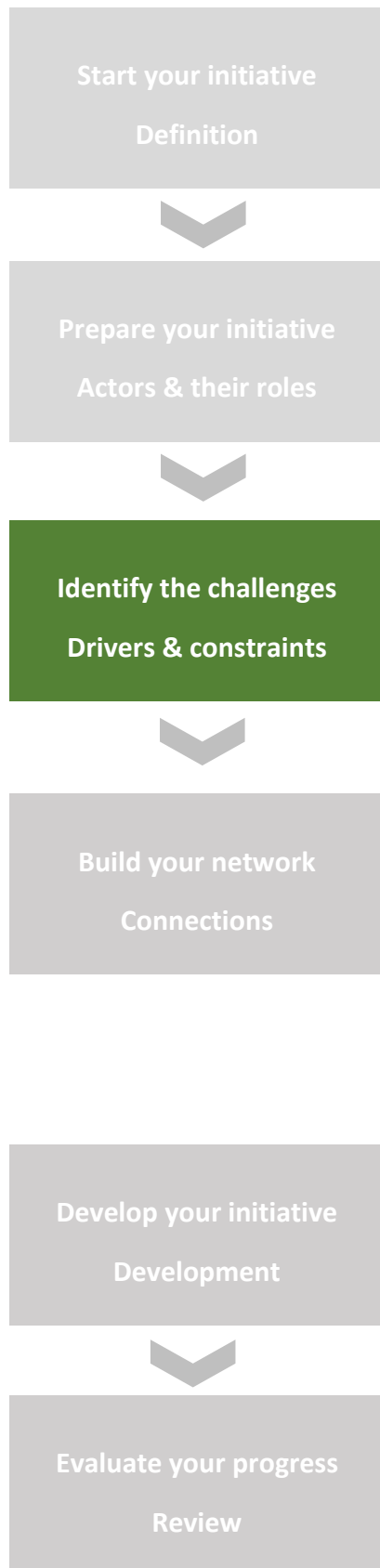
TIPS

Partners should discuss and agree the main outcomes they want to achieve from their initiative, such as an increase in bird species or reduction in water pollution, and then consider how this might be achieved.

Links to other resources

Having background data showing the situation at an EU, macro-regional and more local (NUTS 3) level can help make connections between partners. Equally this can help raise awareness, especially when comparing local indicators to benchmarks at a broader scale. The PEGASUS project has developed a tool to help you do that for a set of selected environmental and social benefits – [just click on this link](#)

Stages 1 and 2: Initiation and Preparation



EXPLORING DRIVERS AND CONSTRAINTS

This will be a continually evolving process and never likely to be complete. However, it is important to start at the beginning but be aware that it is an early 'sketch' that will need to be updated regularly. There is not right or wrong order in which Principles A1-3 need to be considered, just that they are all considered.



1. Understand the linkages and connections between the different partners and the context in which they are set

DESCRIPTION

Understanding the multiple relationships and interactions between each type of partner and the provision of environmental and social benefits (ESBOs) is key to identifying potential changes which will improve the situation. Factors to be considered in this section include: economic viability (C1A); local social factors (C1B); cultural heritage and tradition (C1C); signals from wider society (C1D); and natural variables (e.g. climate, disease) (C1E), as well as appreciation of the ESBO by society and the public (is it growing, declining or low?).

CASE STUDIES



Outdoor-grazing payments in dairy farming, Netherlands

In this case the interests or the partners were quite clear from the very beginning and linkages were straightforward. The farmers are part of a cooperative organisation which decided to market cheese with a label based on outdoor grazing, therefore all key linkages were functioning before the initiative started. Also, the role of resource management (outdoor grazing) was quite clear for ESBO provision, because the value of outdoor grazing was already widely acknowledged by the public.

[Link to full case study document](#)

Traditional orchard meadows in Hessen/Baden-Wurtemberg, Germany

This initiative lacked a full understanding of social factors and concentrated mainly on landscape/biodiversity and price premiums. This does not reflect the wider society where social factors and community engagement are increasingly important. Within the initiative there have been several retirements and this change of personnel has been destabilising. However, the initiative is looking to have a re-think of its core aims.

[Link to full case study document](#)



TIPS

Initiators of a project should always ask if they have missed any connections between potential partners and the context as part of the stakeholder engagement process. It is unlikely that the initial thinking about an initiative will have included all the important issues. Also, it is important to ask all those involved, what is needed in order to establish and strengthen connections between the partners.

a. Economic viability

DESCRIPTION

The economic viability and/or potential returns from different production systems, including requirements to management of relevant resource can be an important influence upon structural and technical change in a land-management sector. In most cases the provision of ESBOs is linked to some extent to the market and therefore any institutional change has to consider the economic viability of resource management. In many cases this is a major motivating factor behind the development of initiatives.

CASE STUDY



Organic farming in the mountain Murau region, Austria

This initiative provides an example of the successful increase in agricultural income of mountain farmers while at the same time providing environmental and social benefits. Economic interest was a very important factor and the main driving force for the majority of participants.

[Link to full case study document](#)

b. Local Social factors

DESCRIPTION

Social factors can be an important driver or motivator for change. The need to provide a brighter future for the next generation can stimulate action; as can a feeling that others need our help.

CASE STUDY

Grass-fed beef, Estonia

Social factors (e.g. rural vitality) were used to show the benefits of the initiative to the wider public: consumers, policy-makers and others not directly involved in the initiative. The impact of the initiative on local communities and future community development can be an important consideration when communicating the initiative to the public.

[Link to full case study document](#)



c. Cultural heritage and tradition

DESCRIPTION

Culture, heritage and tradition can be a source of pride and energy for positive development – where individuals or communities see a value in strengthening and preserving customs and traditions unique to a particular place or landscape; or protecting key features and symbols of regional or local identity.

CASE STUDY



Case Study Example 1 – Traditional orchards, Germany

Traditionally managed orchards, a characteristic element of the cultural landscape, are in decline and are often in a poor condition. In Germany, awareness of this decline has led to a number of initiatives which aim to maintain these traditional orchards. The protection of traditional orchards as an important part of the cultural landscape, along with their related environmental value, was the most important factor for starting this initiative.

[Link to full case study document](#)

d. Signals from wider society

DESCRIPTION

What are the signals from society towards collaborative activity and how does this impact on partners’ preferences (e.g. for cooperation, reciprocity, trustworthiness)? Are the signals “loud enough” in the society and between stakeholders, or are they hidden? This is one of the key prerequisites for a healthy society, when partners can recognise each other’s preferences and attitudes. In addition, there is also a link to the capacity and willingness of partners to create and implement control mechanisms and indeed penalties for non compliance of the agreed rules within their initiatives.

CASE STUDY

Case Study Example 1 – Grass-fed beef, Estonia

As is common in many post-soviet countries, there is some scepticism about cooperation and common action. Although lack of cooperation is something that is constantly discussed and talked about, real action to change this attitude is often missing. There are many good examples of well-functioning cooperatives in Estonia – the grass-fed beef initiative is among them – and positive examples should be shared among partners in order to build the trust and spirit of cooperation.

[Link to full case study document](#)



e. Natural variables (e.g. climate, disease)

DESCRIPTION

Natural variables like climate and disease can also be important influences or drivers of practices – e.g. where increasing presence of herbicide-resistant weeds in arable crops stimulates farmers to look for alternative husbandry techniques and learn more about soil management for crop health.

CASE STUDY



Birds and amphibians support on wet meadows, Czech Republic

Natural value and the restoration of natural value was the main motivation behind the development of this initiative. The irrigation system was created partly to secure a supply of grass to horses in a nearby large fortress. The threat of extended drought periods has increased interest among the partners about ways of securing grassland production. This is based on an assumption that the demand for grass will increase in the future.

[Link to full case study document](#)

2. Understand the importance of institutions and formal structures

DESCRIPTION

Different institutions - for example policy instruments, property rights, organisational goals and behaviour of public and private sectors, regulations and requirements, agreements and political and socio-cultural groups and beliefs – will influence land managers and other local actors' behaviours in ways which may be critical for the provision of environmental or social outcomes. Understanding how these elements have affected past and current trends and situations is valuable. Often, the adjustment of existing or the creation of new agreements and rules of co-operation between actors is essential to ensure successful action.



Bergamot, conventional and organic product, Italy

One farmer initiated the co-operation of several farmers to exploit a niche market for organic bergamot oil. They created a new Association with rules of co-operation, prices and agreed on the methods of production. The farmers used support from the CAP for organic production. Thus they created new institutions – agreements and rules - and used existing policy instruments in order to increase the provision of environmental and social benefits in order to increase the economic viability of Association members.

[Link to full case study document](#)

CASE STUDIES

Birds and amphibians support on wet meadows, Czech Republic

In this case study, an NGO initiated the restoration of a wet meadow site to increase biodiversity; this was possible only by acting in collaboration with several other stakeholders. Between the NGO and some farmers, in particular, even the formal agreements are rather fragile because of low trust between the parties. Changes in the project as it has developed have influenced property rights significantly (with the NGO developing growing ownership of land and new access rights in the area). The NGO needs more experience in dealing effectively with institutions, in order to manage the site sustainably – for instance, setting up a new, more formal partnership with farmers so that they feel their views are recognised and important.



[Link to full case study document](#)

TIPS

Identify the institutions in place and those which might need to be created, in order to have successful collective action. New initiatives should utilise existing rules (such as agri-environment contracts with government) and may need to create new institutions such as agreements, or formally recognised Associations, at appropriate stages as the initiative develops. Having formal structures with a clear governance (e.g. ensuring that 'ownership' is shared among all those who need to take on this responsibility) can also help in raising funds from public, corporate or voluntary sources to support the project.

In situations where those leading a project have little prior experience of certain types of institution (e.g. property rights, or rules of Association), a professional expert could be hired to provide help with these institutional issues.

3. Understand drivers and constraints

DESCRIPTION

Understanding the influence of potential drivers of change and that they can also be a constraint upon positive developments is important. For example, an overriding need to maintain income or a strong attachment to existing traditions may prevent actors from considering new ways to achieve similar, or better, outcomes. It can also help to clarify what is feasible and realistic for the initiative and suggest how best to adapt ambitions or tactics to manage or identify the most synergistic relationships with underlying drivers, which could be part of broader social trends and thus not possible to alter (e.g. change in lifestyle preferences and norms).

CASE STUDIES



Processing tomato in Northern Italy

In the tomato case study, the core partners (farmers and their associations, processors, local government) realised that climate change effects, placing constraints on natural resource use, would unavoidably influence their economic viability. They also identified growing consumer demand for healthy food. To meet these drivers for change, a large group of actors came together and agreed on the introduction of new knowledge and advanced technology into farm practices in order to adapt successfully. Now their consumption of natural resources has decreased and their production meets demand for food which is produced in a sensitive way, ensuring that it is low in chemical residues and better for the environment and human health. Without collective action there would not have been a sufficient impetus to raise the quality threshold of production standards for these two characteristics, to match the pace of change in cost and market drivers. [Link to full case study document](#)

Grazing payments in dairy farming, The Netherlands

Competition in markets led to a significant increase in indoor-housed dairy cows, but the general public strongly values seeing cows grazing outdoors on pastures and meadows. This value was a strong driver for change which was recognised and utilised by actors including cheese-makers and NGOs. They agreed on rules for the certification of 'outdoor grazing' and a premium compensating producer for associated losses, because economically, indoor housing was a cheaper system and this was acting as a constraint on farmers. This collective action created a new institution which was able to overcome the constraint and meet the public demand.

[Link to full case study document](#)



TIPS

Where actors aren't willing to recognise changes which appear inevitable, a careful process which helps them to understand why these things are happening and to understand the motivations or behaviours of the people driving change, could 'unblock' this blind-spot and lead them to re-think their strategies.

Overlooking some drivers or constraints could lead to the collapse of a collective action or at least, great difficulties, when those underlying factors become sufficiently prominent to change economic or social conditions and people's behaviour.

It may be important for partners within an initiative to identify others who can help them with the appropriate expertise to respond to drivers in the most positive way. Locally-based government officials, advisors and NGOs can sometimes help local groups to identify and make contact with the best sources of expertise to meet their specific needs, through their wider networks.

4. See how unique features affect what can be done, where

DESCRIPTION

Some environmental and social benefits can be very site or context-specific. It may be important to recognise this, when different potential actions are being considered. Things that might work more generally might not deliver the intended outcomes in this particular situation, for natural, environmental, social, economic or institutional reasons.

The way in which the resource is managed should reflect local/regional needs and exactly how the collective action is carried out should reflect for example the level of trust, normal 'rules of play' in a particular region, and the characteristics of the resources being managed (e.g. whether these are affected by particular legislation or management practices that are locally-determined).

CASE STUDIES



Birds and amphibians support on wet meadows, Czech Republic

The initiative is focused on a specific place, where a rare irrigation system was created in the past and this in turn supported the creation of grassland as a wetland with rich biodiversity. The need for water management requires, in the Czech Republic, an officially approved water management regime. The rules in the regime document have to be agreed between all stakeholders affected by the change in the water regime. The specific social situation in this region required particular attention to low trust between stakeholders, which was difficult to overcome. Trust was partly improved when a project manager coming from the local area was hired to oversee the project.

[Link to full case study document](#)

Bergamot, conventional and organic product, Italy

Location is key in the Calabrian peninsula, as there is a stretch of land approximately 120 km length that is one of the only places in the world where Bergamot trees can grow this high quality fruit, rich with desirable essential oils which are used as a fragrance in perfume production. The management of the citrus production is adjusted to work with the local conditions as well as the particular requirements of oil production.



TIPS

Key characteristics of environmental and social benefits provision that relate to local or regional specificities should be understood as early as possible, with partners working together to agree on resource management accordingly. Particular management needs are usually mirrored in the rules agreed by actors, to govern practices and processes. Any particular social and institutional features of this specific initiative should also be reflected in the way the collective action is initiated and carried out. For example, if actors already have to come together for regular processing of their product, it makes sense for other aspects of collective action to be linked via the processing groups.

5. Engage actors in discussion of the drivers

DESCRIPTION

Engaging different actors in a discussion or consideration of the drivers and how they affect environmental and social benefits is likely to be an important part of the first stages of a project or initiative. Basically, this entails outlining and presenting the system as it currently is, so that all actors can see where their interests fit within the bigger picture, how they can address drivers together and what role(s) they could have, within the initiative. A shared vision and understanding of challenges, as well as a clear idea of how each actor or group of actors can have complementary roles within the initiative, should be the outcomes of this kind of consideration. Such discussions provide a strong basis to underpin the next steps when actors are searching for new or improved ways to produce environmental and social benefits.

CASE STUDIES



© IO "Processing tomato of northern Italy"

Processing tomato in Northern Italy

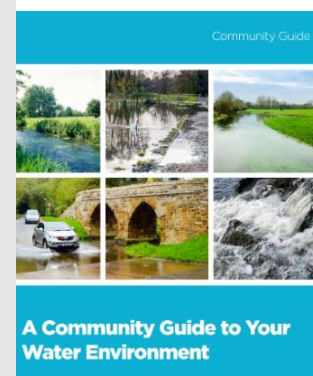
There was already long-term cooperation in Northern Italy, in tomato production. However, when the new market drivers (demand for higher quality food) and constraints upon natural resources use became evident, key actors (e.g. producers, processors, regional government, researchers) came together to discuss how to react. That discussion enabled actors to identify a possible response to the drivers and to identify each of their roles within the project to enhance production and improve resource efficiency.

[Link to full case study document](#)

Water and Integrated Local Delivery (WILD), United Kingdom

The WILD project engaged its stakeholders to discuss the influence of the main identified drivers such as competition (related to farm economics), the CAP and the Water Framework Directive. The project aimed to bring farmers on board through discussion and engagement around these important issues. For example, an increase in winter oilseed rape cultivation in the catchment is of particular concern to Thames Water because it increases the use of slug pellets which, once in the water, are a difficult and very expensive pollutant to extract. If market drivers are favouring rapeseed cultivation, it may be necessary to offer incentives for alternative (e.g. spring-sown) crops or to promote alternative slug control methods, to avoid this form of pollution.

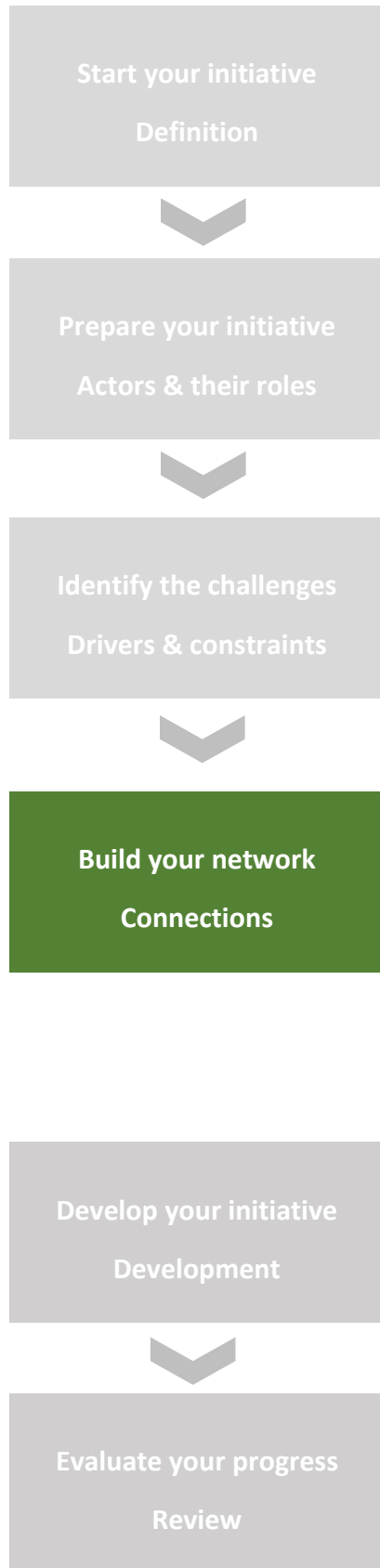
[Link to full case study document](#)



TIPS

Once the main drivers are identified, key partners need to discuss their implications for their own particular interests. Partners should ask themselves: What do these drivers mean for my activities and how does this relate to the interests of others? The discussion should generate ideas for necessary changes in current practices which can be achieved through co-operation or co-ordinated action between different actors.

Stages 1 and 2: Initiation and Preparation



FINDING SOLUTIONS TO CURRENT CHALLENGES THROUGH LINKAGES

New connections between partners offers the potential for greater change as awareness and understanding increases and areas of joint working are revealed. However, the initiative needs to actively develop these connections as partners are most likely to be used to working on their own or with a limited number of partners.



1. Making new connections

DESCRIPTION

In the early days of an initiative, the partners who make changes to the system may act more or less independently, frequently overlooking the complexity of the issues they are dealing with and the knock-on impacts for others. The creation of new connections between these partners can create new capacity for change within the system. Creating new connections between these skills and interests is, at the same time, a kind of institutional change; introducing new networks or linkages that are better able to harness the complexity of the system, to overcome specific thresholds in achieving change and to enable more integrated approaches meeting multiple needs.

CASE STUDIES



Traditional orchards (Germany)

The high cost of production and low competitiveness of fruits from traditional orchards led to abandonment of many traditional orchards in Germany. Eventually the decline and continuing threat to remaining orchards was recognised by other actors in society and connections were made between them and the orchard owners and producers, it was possible to find a new solution. Partners from producers to processors, including NGOs and local community groups, created a new value chain (specific, labelled juice from traditional orchards), which brought added-value to the economics of production and management, making it once again viable.

[Link to full case study document](#)

Organic farming in mountain region Murau (Austria)

In this mountain region of Austria, small farmers and the local community faced economic decline. But because partners created new connections between producers, processors and retailers, they found potential to create a new value chain. Farmers started to produce certified “hay milk” which is processed and distributed by partner actors.

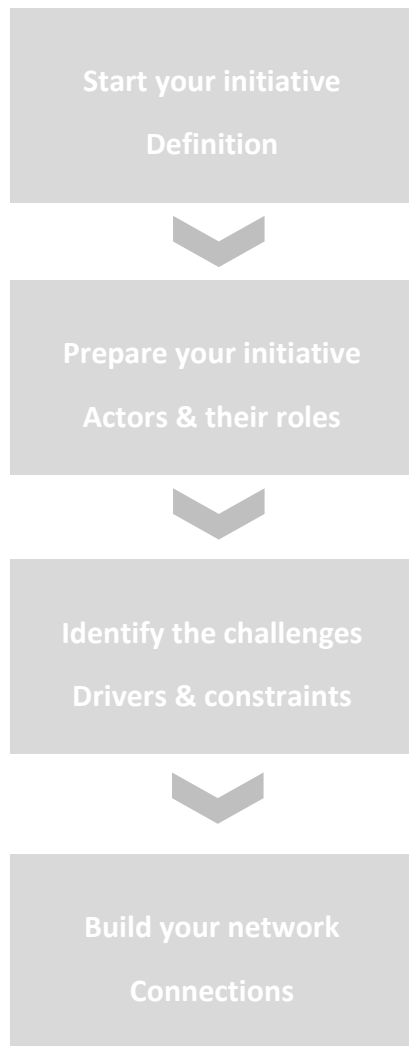
[Link to full case study document](#)



TIPS

In this process, initiators of the project can ask questions: “What actors have/could have influence on environmental and social benefits provision? How could we connect them to unlock the potential to find solutions?” and “How can we connect actors with the relevant elements in the system?” This should enable initiators to make connections between actors and all key elements of the system so that the system develops a particular purpose.

Stages 1 and 2: Initiation and Preparation



Stages 3 and 4 : Development and Review



TIPS FOR A SUCCESSFUL INITIATIVE

Once the planning has been completed these are the key messages from successful initiatives across Europe.



1. Reciprocity

DESCRIPTION

Reciprocity is an important principle to retain the support and involvement of partners as an initiative develops. Basically, it means 'you do something for me and I will do something for you'. It is important for partners to feel that they receive a tangible benefit from their involvement in and contributions to the initiative.

CASE STUDIES



Grass-fed beef, Estonia

Reciprocity has been an important principle in order to bring farmers and other parts of the supply chain (processors, distributors, consumers) together and retain their interest. For example, among farmers this means a better price, for chefs it means a better image and high-quality beef and for consumers it means high quality food together with environmental and social benefits and the feeling that buying beef produced by the initiative is not only healthy, but is also helping to preserve biodiversity, landscapes and farming in remote areas.

[Link to full case study document](#)

WILD catchment project, UK

WILD is built on reciprocity and trying to avoid the direct question 'will you ...'. What has been shown to work best is 'do you know someone who could ...' as responding to this is a direct choice. It develops stronger commitment and engagement as a result. By taking this approach, the project has secured over 50 days of voluntary contributions and over £250,000 of 'in-kind contributions in the first three years of the project. The farmers have received important data of the quality of their soils the local communities have received information about the state of the water environment around them and how they can help improve it.

[Link to full case study document](#)



TIPS

How have initiatives ensured a sufficient level of reciprocity between the partners? This might be the provision of evidence or insights into a new funding regime. Perhaps in one of the initial discussions ask potential partners what their main concerns and challenges are and then see how you can contribute to meeting this.

2. Agreement on fundamental principles

DESCRIPTION

Agreement on the fundamental principles or ways of working will be important for the long-term viability of the initiative. This might include agreeing how partners will share costs and benefits, agreements on the resource management, appropriation of resource units and other property rights issues and so on.

CASE STUDIES



Tomato production, Italy

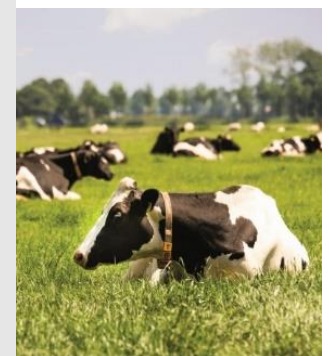
In the main area for tinned tomato production in Northern Italy, the IO (the main umbrella association) does not have a direct influence on competitiveness and market stabilisation, but acts as a guarantor that the rules will be respected (by producers and processors), monitor the rules (e.g. the obligation to use local produce), support producers and processors to be transparent in their interactions, facilitate implementation and respect for contracts (e.g. price and terms of payments), exchanging data on the tomato campaign, origin, quality and quantity of the crop. Overall the IO pursues a fair balance between producers and processors and also responds to energy and environmental challenges. These principles were agreed by partners when creating the IO.

[Link to full case study document](#)

Outdoor grazing, Netherlands

The main partners agreed how to share the premium in the production chain, especially to cover the opportunity costs of the farmers. Also monitoring was agreed between partners (for example the number of days grazing outdoors a year). Monitoring is undertaken externally by CONO (the processor) and by an independent body (Qlip – key figure in quality assurance in agriculture). Crucially the farmers are also required to keep records of grazing days and number of cows.

[Link to full case study document](#)



TIPS

A potentially sensitive area might be gaining agreement on how to monitor compliance with the agreed principles and how to enforce the rules. The development of these rules has to be done out in the open and their implementation must be transparent, so involve a range of partners to implement them. Also, stress the benefits that this brings in terms of stability and evidence.

3. Communication

DESCRIPTION

Communication within and between partners is very important. It will influence how the initiative grows and develops and should be regularly reviewed and updated to ensure that new partners are integrated, and all receive the information they need to contribute to the initiative.

CASE STUDIES



WILD catchment project, UK

In this initiative, which covers 260km², there is a need to breakdown the work into manageable activities and ensure all activity is undertaken in a transparent and open way. There are steering group meetings where the work is communicated across the partners and partnership meetings where all can question or comment on current activity. An email circulation list was created to include all the stakeholders so that information could be shared widely. The private water company, government agency and local communities all recognise the importance of tackling localised water and flooding issues and all see the benefit of working together.

[Link to full case study document](#)

Traditional Orchards, Germany

Not all examples are positive: In this initiative communication between partners has broken down. Partly as a result of this, the initiative is not able to attract volunteers to replace withdrawing members. Also, related to this issue of communication at the top of the initiative, there has been no direct interaction between the members (who act as the producers). This is a serious issue that threatens the long-term viability of the initiative.



[Link to full case study document](#)

TIPS

For the leader of the initiative it is important that everyone within your organisation knows and understands what is going on and who the key contact is. As the lead organisation, it is your role to disseminate information and feed back to everyone within the partnership. In a large partnership it may not be realistic to have direct contact with all partners, in which case develop and agree a mechanism understood by all on how information will be filtered down to all those involved.

4. Appropriate partner and institutional arrangements

DESCRIPTION

Initiative change over time as they grow and develop so it is important that appropriate partner and institutional arrangements are maintained throughout the lifetime of a project or initiative. Make a note of any difficulties in getting agreements on the governance of the resource management and provision of multiple benefits. How were these agreements achieved? Make a note of those types of arrangements that seem to have provided the best supported and promoted active involvement among partners. Also note any bad experiences of initiatives relating to poor management or governance structures, and what the results were. Such arrangements might be particularly important where money is involved, or collective responsibility, so that it is clear and transparent to all partners what the institutional arrangements are and who is responsible for what in the partnership. Try to avoid too much responsibility falling on one partner, this would make the project or initiative more vulnerable.

CASE STUDIES



Tomato production, Italy

In this initiative the creation of IO (umbrella association) represents at the same time the major institutional arrangement, which represent framework contract for all members of IO, and the enforcement organisation for several rules regarding contracts inside the association. A framework contract is usually signed before the production campaign and sets the standards of product valorisation, programming (cultivated area and yields), production methods, quality (and its assessment), safety, terms of payments, transport and additional services, penalties and compensations and premia. The association also made it possible to design decision support schemes to improve water management. Failure to comply with the rules are penalised in line with the seriousness of the breach and range from fine to exclusion of partners from IO. Lower level contracts are agreed between producers and processors and define the supply, quality and quantity etc. in more detail.

[Link to full case study document](#)

Organic farming in the mountain Murau region, Austria

Uniform and transparent terms and conditions of the agreement were a particular strength of this initiative. The connection between all value chain partners in a new organisational form is governed by a commonly shared set of rules. For this to happen, it needed the organization of the whole value chain. The core of the new organisational form has been a win-win situation for all the participants.



[Link to full case study document](#)

TIPS

Make a note of any difficulties in getting agreements on the governance of the resource management and provision of multiple benefits. How were these agreements achieved? Make a note of those types of arrangements that seem to have provided the best supported and promoted active involvement among the partners. Also note any bad experiences of initiatives relating to poor management or governance structures, and what the results were. Try to avoid too much responsibility falling on one partner, this would make the initiative more vulnerable.

5. Leadership

DESCRIPTION

Good leadership of an initiative is vital. Sometimes this relies upon a particular individual, other times it can be a group or alliance of specific individuals or groups. Clearly, each partnership is different, and it might be something that develops over time but the issue of leadership and management of the initiative needs to be an early aspect to discuss and agree on. It is difficult to be prescriptive about what ‘good’ leadership contains. However, if trust between partners is low and the differences between partners are large, the need for leadership is even higher and the risk of failure of the initiative is also higher. If there is a strong leader who can build trust at least between the partners involved in leadership, this would help the project develop.

CASE STUDY



Birds and amphibians on meadows, Czech Republic

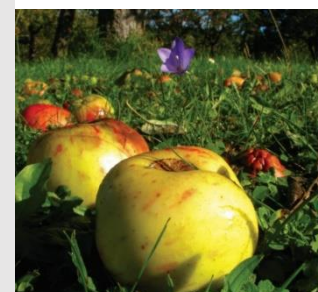
In this initiative there was an initial disagreement between partners about the aims of the project. The initiative leader found it was difficult to overcome differences in interest combined with low trust between key stakeholders (especially farmers). However, over time the leader was able to start building trust with the general public, donors and public administrators where there was a shared interest and concern. As a result, the trust with farmers is growing. The PEGASUS CZ National workshop provide deeper insight to the relationship between role of leadership and the development of social capital. It was noted that leadership roles can be very stressful.

[Link to full case study document](#)

Traditional orchards, Germany

This initiative has experience difficulties with key people seemingly working against each other. This led to a lack of common understanding which began to undermine levels of trust in the working relationships of partners. When this happens, it is crucial for the leadership to be motivated, visionary and forward-thinking or the number of active members is likely to decrease.

[Link to full case study document](#)



TIPS

One aspect to watch out for is the possible ‘burn out’ of the leaders who have to carry too much of the leadership load. The easiest way to avoid this is to share the load amongst a number of partners and individuals. In addition to avoidance, partners need also to think about alternative ways of leading the project and plan for who might take over the leadership roles when a change is required. This may of course may be planned or unplanned.

The good leader is someone who can develop trust with other partners, knows the local situation and is enthusiastic about the initiative and its aims.

6. Keeping up motivation

DESCRIPTION

Once an initiative is launched, there needs to be a sufficient level of motivation to keep everyone engaged and active over sustained periods. All partners will be different, some will want a greater focus on activities while others will want to discuss important issues and subjects according to their own interests. For this reason, it is important to seek and receive feedback when organising events so that the right mix for your partnership is achieved.

CASE STUDIES



WILD catchment project, UK

This is crucial in WILD, with a project board that considers and reviews progress and feeds back key findings to all partners. Partners are encouraged to generate ideas, and these are pursued with funders and the information on progress is shared widely so that the impact of the project is clear. Core to this is the presence of clear lines of communication and leadership with some local and well connected, and others at a higher level, but all of the responses and project initiatives are co-developed with the partners.

[Link to full case study document](#)

Traditional orchards, Germany

This initiative has been going some time (it started in 1989), now the context has changed, and it is important that the core motivation remains: the original remit was to focus on environmental and economic values rather than social factors. However, it seems that trends in social behaviour of people means that social factors are increasingly important. The initiative needs to revise its strategy to adapt to the new circumstances, especially as the original people who started the initiative want to retire.

[Link to full case study document](#)



TIPS

The mix of undertakings linked to motivation might include; activities and events (social, cultural or environmental based), and more strategic or influencing types of meeting. Systematic feedback from all partners will enable those who lead the initiative to plan ahead so that the initiative can include motivation as an important factor in the continuing engagement.

7. Changes in external circumstances

DESCRIPTION

One area that initiatives have little influence over are the external circumstances in which they operate. Sometimes the external circumstances change, and this can increase or decrease a particular partners' motivation for being involved. It might also require a change in approach or the way in which an initiative operates, so assigning a partner to keep abreast of external changes and their consequences might be a good idea.

CASE STUDIES



Tomato production, Italy

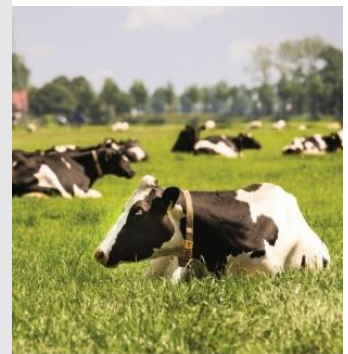
The lack of adjustment of supply to meet the demand could be seen also as an external factor – the change in demand needs a response. The delay in meeting this led to overproduction which led to disagreement between producers and processors. Processors penalised the farmers which resulted in some of the farmers experiencing financial difficulties. The PEGASUS case study report shows that the adaptation process was painful and relatively long. For this initiative, improving the ability to respond to external changes could include: agreement on better rules for such events, rules for sharing risk, anticipation of such developments, ensuring fair power distribution between the association partners.

[Link to full case study document](#)

Outdoor dairy initiative, Netherlands

Changing external circumstances has driven the development of this initiative including the abolition of milk quota, volatile milk prices, introduction of phosphate regulations, government support of the reduction of dairy cows and collective applications for agri-environmental climate measures. This initiative shows how the partners have to respond to and deal with many changes in external circumstance.

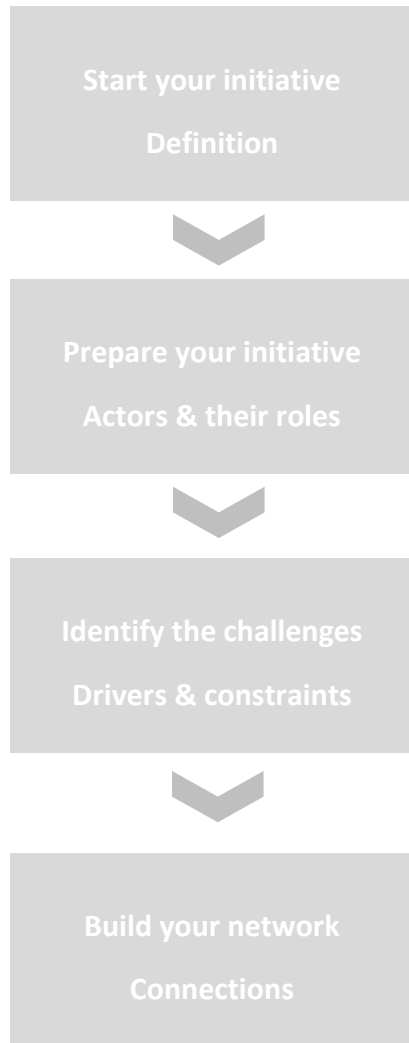
[Link to full case study document](#)



TIPS

It is not possible to 'stand still' once an initiative is launched, so you should be prepared for change and look to embrace it rather than resist it. In most cases it is a case of adapting to changes in external circumstances. A common aspect of such changes is that the lines of communication or responsibility change and the initiative needs to make sure that key partners, such as those providing any funding, remain well briefed about the initiative and what it is trying to achieve and why.

Stages 1 and 2: Initiation and Preparation



Stages 3 and 4: Development and Review



TIPS FOR THE SUCCESSFUL REVIEW AND ADAPTATION OF THE INITIATIVE

Once the development is underway these are the key messages from successful initiatives across Europe.

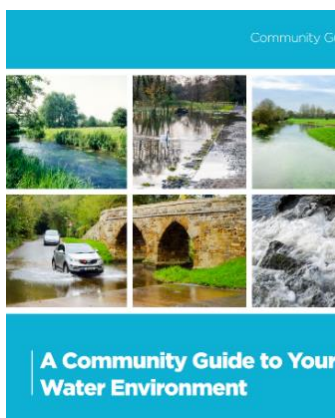


1. Review

DESCRIPTION

Undertaking reviews of an initiative is essential to help partners to take stock of progress, highlight areas of success and to pinpoint remaining or developing areas of weaknesses. They can be a way to stimulate renewed motivation. It is important for partners to realise the importance of reviews, for example to track progress against agreed objectives, to maintain motivation towards key outcomes and to set a new agenda. Reviews need to be fit for purpose and the remit and undertaking agreed by the partnership.

CASE STUDIES



WILD catchment project, UK

WILD includes review meetings within its programme and a two-page summary of the 3-year project (Phase 1) has been co-developed with the partnership, meaning that it can be presented at a number of places. This has been discussed across the whole partnership and a collective co-development of the second phase has taken place. The presence of a university partner is crucial for the ongoing evaluation of the project and the development of a framework for the collection of evidence that can be used to determine the impact of the project and the development of the second phase of the project.

[Link to full case study document](#)

Organic farming in the mountain Murau region, Austria

A third party undertakes monitoring of the initiative and provides a guarantee regarding compliance. This independent monitoring contributes to the positive image of the initiative and helps to establish consumer trust. The Research Institute of Organic Agriculture (FiBL) is commissioned to conduct assessments based on a range of different methods (e.g. ISO 14040 and 14044) and results are made available to consumers. Monitoring of initiative is considered as a model of success.

[Link to full case study document](#)



TIPS

Reviews would cover how and why they are initiated, when and who will undertake the work. Sometimes they are a requirement for funding received, in which case the rules of the funding partner will need to be followed. Crucially any review should be of use to the partnership and the long-term future of the initiative.

Links to other resources

Comparing the impact of your initiative with data collected at the macroregional or EU level is important as this can help the development of the initiative. The PEGASUS project has developed a package to help local projects see what some of the main factors are regarding the importance of environmental and social benefits in agriculture and forestry – [just click on this link](#)

2. Collecting evidence of impacts

DESCRIPTION

Determining the success of multi-objective initiatives is important as it is often linked to funding and the need to show the impact of the initiative. However, in some circumstances it is difficult to show causality, especially in multi-objective projects because there are many possible routes through which any change might have occurred. Some types of change can also be medium to long term, notably ecological change and adjustments in farming practice and behaviour, so collection of evidence will need to focus on the direction of travel.

CASE STUDIES



Grass-fed beef, Estonia

Many farmers were very sceptical at first as it was treated as “yet another project which starts enthusiastically, but will quickly come to a standstill”. But collecting evidence on impacts of the initiative, such as better beef prices, enlargement of the chain, and growing interest of chefs and consumers, will demonstrate that the initiative is vital and beneficial for all partners.

[Link to full case study document](#)

SKYLARK collaborative land management initiative, Netherlands

In order to evaluate the progress of SKYLARK, each farming member has to record their activities against an agreed set of criteria. The criteria cover a range of activities and have been agreed by the whole partnership. The other partners are also interested in the impact of the project so there is a collective approach to gathering evidence. This is discussed at a range of partner meetings and shared openly across the initiative. In essence, the project builds on the long history of collective management in the Netherlands.

[Link to full case study document](#)



TIPS

In ecological terms this might be the range of species rather than specific species or the indications covering changes in behaviour. It is worth determining at the start of the project what the key areas of impact are both in terms of outputs (e.g. number of farmers involved, km of ditch management etc.) and outcomes (e.g. changes in water quality, increase in soil organic matter) and developing indicators to be measured.

Links to other resources

Comparing the impact of your initiative with data collected at the macroregional or EU level is important as this can help the development of the initiative. The PEGASUS project has developed a package to help local projects see what some of the main factors are regarding the importance of environmental and social benefits in agriculture and forestry – [just click on this link](#)