

FACILITATION GUIDE

Shared Vision (online)

This 2-hour online training guides participants to understand what a "Shared Vision" is, including its key ingredients (areas, benefits, time frame). Participants learn how to facilitate a process to develop a shared vision in their landscape. This training is for landscape practitioners and leaders who are already used to online meetings and sessions. This session is dynamic and encourages interaction. It is a 2-hour session on Zoom (or a similar platform). The ideal number of participants is 8-12.

■ Break / Introductions / Closure
 ■ Theory
 ■ Discussion/Debriefing

Time	Length	Title	Description	Additional Info
Introductions				
00:00	1m	Introduction	Slide 1 - Make participants feel welcomed	[Welcome everybody, encourage people to say hi in the chat] [Share Screen] [Ask permission to start recording session] [Start recording]
00:01	1m	Program Outline	Slide 2 - Provide program and highlight what topic is being covered today	[If you are offering a whole training series (and not just a one-off, individual training session on one of these topics), include this slide to show participants where they are on their training journey. Use the yellow bubble to show them where they are] [Quickly mention previous session as well as where we are today]
00:02	1m	Rules & roles for a Welcoming Environment	Slide 3 - Create clarity around session rules and expectations of engagement	Online learning is tough - there is a lot less space for interaction than in-person workshops and a much bigger chance that people "zone out" and lose focus, especially when there's too much text on the slides, or the presenter is going on and on for too long. We are aware of this challenge, and we want to shake it up as much as possible to make sure you all get the most out of our time together. We are committed to making the sessions as interactive as possible, with breaks for discussions, activities, questions, quizzes, and more. Please feel free to email us with any suggestions for how we can do that! If you know of any apps we can use or have any icebreakers or energizers to suggest, we would love to include them.

And to make this a more dynamic space, we need your help too. **We need to feel that you are engaged and that you want to participate too** - this has to be reciprocal!

[Read out and speak to each of the bullets on the slide]

- We suggest that you always try to find a quiet space with no distractions and good internet connectivity to participate in the sessions
- We ask that you always keep your video on unless you need a brief pause. We understand, of course, that if you don't have good connectivity, you may need to keep your cameras off, but that also speaks to the first point - as much as possible try your best to be in a place that has good internet, so that you can keep your video on and participate fully
- Please keep yourself on mute unless you are speaking to avoid distractions for others
- "Raise your hand" when you'd like to speak. Does everybody know how to do that?

[Facilitator should hover over "raise hand" function so that everyone knows where it is]

- Please feel free to use the chat function! Post questions, comments, observations, and share experiences. This is a great space to share your thoughts, learnings, and experiences with other participants. Take advantage of this time together to bond and strengthen these relationships.
- Expect to interact. We welcome questions, we welcome critical observations, and we encourage you to make this training your own. And, if you have questions, it's likely that someone else does too!

[If the participants come from different countries, flag sensitivity toward different languages]

- Finally, let's remember that we have a very diverse group here with us, and speak many different languages! Let's make sure we speak slowly and clearly so everyone can understand. And if anyone doesn't understand anything, please don't feel shy about asking questions, or asking us to repeat anything

[Ask participants if they have suggestions to add to the list]

00:03	2m	Meet the Team	Slide 4 - Introduce team members so participants start to get to know the team	[Post links to bios in chat box] [Introduce facilitation team] [Ask participants where they are calling from and their time zones] Materials: Link to the facilitation team's bios that will be sent in the Zoom chat
00:05	2m	Objectives	Slide 5 - Establish goals of what will be learned during the session today and highlight that there is more to be learned after this	<i>We would like to share with you the expectations of today.</i> [read out objectives]

00:07	1m	Agenda	Slide 6 - Participants understand the plan for the day	[Read out agenda points]
00:08	15m	Last Session's Homework	Slide 7 - Transition into today's topic	[If applicable, paste the question from the previous session homework assignment into the chat and ask participants to volunteer their responses] [stop screen share while participants share, and resume screen share when finished]
Introduction to Shared Vision				
00:23	1m	What is ILM?	Slide 8 - Refresh participants on what ILM is	<i>Integrated Landscape Management is a way of managing a landscape, where we search for collaboration among multiple stakeholders from multiple sectors, to achieve sustainable and resilient landscapes</i>
00:24	2m	5 Elements of ILM	Slide 9 - Identify 5 elements of ILM and highlight how today's session fits into this	How do we do this? We work with 5 elements of ILM. It is our framework. 1. Landscape Partnership: includes stakeholder mapping, analysis, and engagement. 2. Shared Understanding: a process where once you have a landscape partnership, you build a shared understanding of what is the status (problems, challenges, future scenarios) of the landscape 3. Vision & Planning 4. Taking Action 5. Learning & Impact <i>We will be focusing on Vision & Planning today, looking at developing a long-term vision for landscape, strategic planning, and financing.</i>
00:26	1m	Vision & Planning	Slide 10 - Participants understand what vision and planning is	<i>We are talking about forging a long-term, inspirational vision & strategy & developing a spatially targeted action plan & landscape finance approach</i> <i>The steps within this element are:</i> • Shared Vision • Landscape Strategy • Action Plan • Finance Strategy
00:27	1m	Graphic	Slide 11 - Illustrate how these steps work together and inform one another	<i>We always start with the vision for the landscape and build on that. Finance is less of a last step, and more so an integrated component throughout the process.</i> <i>Please keep in mind that these steps also have different time frames.</i>
00:28	1m	What exactly is a	Slide 12 - Participants understand what a shared vision is	<i>A Shared Vision presents what we want for the landscape and gives us guidance and direction. It serves as a powerful tool to guide us and motivate us to continuously work towards the vision.</i>

		"Shared Vision"		<i>It can be expressed in many ways with the most common being written.</i>
00:29	5m	Q & A	Slide 13 - Check in on participants' comprehension of the subject matter and answer any questions they may have.	<i>Thank you! Does anybody have any questions or comments?</i> [Stop screen share when answering questions]
Importance of a Shared Vision				
00:34	0m	Why is a Shared Vision Important for a landscape?	Slide 14 - Transition into how shared vision applies to landscape	<i>Now, we will look at why a shared vision is important for a landscape.</i>
00:34	2m	Importance of a Shared Vision	Slide 15 - Participants understand why developing a shared vision is important to landscape partnership	<i>Visioning enables us to take a step back to recognize what everyone in the landscape partnership aspires to.</i> <i>It both clarifies the values and general direction of the partnership. It provides a common point to revisit when stakeholders arrive at disagreements, or when making collective decisions like crafting the strategies and/or action plans. A shared vision can inspire and revitalize stakeholders' commitment to the partnership when they feel discouraged or challenged. By capturing and presenting a future state of the landscape that all stakeholders are motivated to work towards, it helps inspire collaboration and catalyze collective action.</i>
Key Ingredients for a Shared Vision				
00:36	0m	Key Ingredients of a Shared Vision	Slide 16 - Transition into breaking down what the key components of shared vision are	<i>We are going to be looking into what are some of the basic things that need to be incorporated into a shared vision.</i>
00:36	1m	What Should Be Included in a Shared Vision	Slide 17 - Highlight that each landscape is unique, but there are basic elements highlighted in this session that can be universalized across vision statements for different landscapes.	<i>Each landscape is unique, so the landscape decides which "ingredients" should be included in their shared vision. However, there are some basic elements to keep in mind when developing a shared vision.</i>
00:37	0m	Which "ingredients" are important	Slide 18 - Transition into discussing the "ingredients"	[Briefly move through this slide] <i>So, let's find out what they are.</i>

		for a thriving landscape?		
00:37	2m	1. Four Returns/ Benefits	Slide 19 - Participants understand what this ingredient is and how it can present itself in their landscape vision	<i>These are the benefits we want to see in the landscape. We want a landscape where people feel inspiration for the next generation, human well-being, healthy nature, and a regenerative economy. It does not always have to look like this, but these things should be expressed in the vision.</i>
00:39	1m	2. Multiple Land Uses	Slide 20 - Participants understand what this ingredient is and how it can present itself in their landscape vision	<i>When we talk about landscape we are talking about different land uses. The vision should include where things are happening including natural habitats, regenerative production and land use, sustainable settlements, infrastructure, and industry. These things should be included to ground the vision.</i>
00:40	1m	3. Generational Time Scale	Slide 21 - Participants understand what this ingredient is and how it can present itself in their landscape vision	<i>It is also very important to talk about the time scale. In ILM we talk a lot about long-term time scales that are generational. We talk about it because environmental, economic, and social systems take a long time to change. The vision should include different generations that will grow and follow this vision. Finally, it should also prepare for climate change. A short-term vision cannot tackle the structural problems of climate change.</i>
00:41	1m	4. Gender & Socially Inclusive	Slide 22 - Participants understand what this ingredient is and how it can present itself in their landscape vision	<i>It is also very important that the vision is inclusive. Everyone who is affected or does affect the landscape should be represented.</i>
00:42	1m	5. Inspiration and Motivation	Slide 23 - Participants understand what this ingredient is and how it can present itself in their landscape vision	<i>This is more related to what our dream is and what we want to see changing- our values. This is part of the common ground and laying down the basis of the vision.</i>
00:43	2m	6. Common Purpose	Slide 24 - Participants understand what this ingredient is and how it can present itself in their landscape vision	<i>This is very context-specific, it is less broad than values. There are context-specific factors in a landscape where everyone is aligned. This is so people feel connected and want to see the change that is encouraged in the vision. It is very practical. For example: "We want to see a landscape with no trash on the street."</i>
00:45	1m	7. Clear & Easy to Understand	Slide 25 - Participants understand what this ingredient is and how it can present itself in their landscape vision	<i>The vision should be easy to communicate and understand.</i>
00:46	1m	8. Realistic & Ambitious	Slide 26 - Participants understand what this ingredient is and how it can present itself in their landscape vision	<i>It must be realistic and can be achieved, but at the same time, we want to see structural change that moves the landscape to another level.</i>

00:47	5m	Key Ingredients of a Shared Vision	Slide 27 - Summarize information so participants recall them	<i>To summarize, some of the key ingredients of a shared vision should include...</i>
00:52	5m	Q & A	Slide 28 - Check in on participants' comprehension of the subject matter and answer any questions they may have.	<i>Thank you! Does anybody have any questions or comments?</i> [Stop screen share when answering questions]
00:57	5m	Coffee Break	Slide 29 - Let participant rest and reset before resuming	<i>We're going to stop now for a 5-minute break for everyone to get some coffee, stretch your legs, jump around a bit, and get our blood flowing again.</i> <i>Back in 5 mins starting now</i> [Pause Recording] [5 mins] [Restart Recording] <i>Welcome back, everybody. How's everyone feeling? Is everyone still awake?</i>
Case Study				
01:02	5m	Case Study Alvelal	Slide 30 - Introduce a case study as an enriching example that applies the theory of vision creation	[Present an example where a landscape partnership has developed a shared vision. Here we share the Alvelal experience as an option, but you can present a different case study if you like. You can present yourself the experience, or you can invite someone to present it first-hand] <i>We have all the theories behind us, but we are going to listen to a case study where a group of landscape partners and stakeholders came together to develop a vision. I think this should add a lot of richness and depth to your understanding of what this process looks like in practice.</i> <i>So, we are going to be looking at Alvelal in the Southeast of Spain.</i>
01:07	1m	What is AlVelAI?	Slide 31 - Lay out background information about the landscape so participants understand foundational information about the case	<i>AlVelAI is an association of different stakeholders, most of them are farmers. This organization was created in 2014 when a group of majority farmers found that they should find other ways to make agriculture since they were facing challenges. Commonland was looking for a pilot project to implement the Four Returns framework at the same time. So, the coalition joined Commonland and decided to work under this holistic landscape restoration projection.</i> <i>The area is about 1 million hectares, with 4 protected areas.</i>
01:08	7m	Type of Landscape;	Slide 32 - Lay out background information about the landscape so	<i>The landscape has a semi-arid climate, with minimal rain, and soil with poor organic matter. Of the 1 million hectares, 500,000 is agricultural land and the other half is natural areas.</i>

		Regional Economy	participants understand foundational information about the case	<i>The restoration project's goal was to restore natural areas for biodiversity and promote regenerative agriculture among farmers.</i>
01:15	2m	Challenges	Slide 33 - Lay out background information about the landscape so participants understand foundational information about the case	<i>The major challenges are erosion, desertification, loss of biodiversity, and lack of opportunity for young people. It is a rural area where young people have limited opportunities for jobs.</i> <i>One of the objectives is to establish employment for young people.</i> <i>Another objective is better pricing for farmers. Farmers working in this area don't receive good pricing for their produce. One of the objectives is to develop business cases that create added value to the produce that comes from regenerative farming.</i>
01:17	3m	20- Year Vision	Slide 34 - Participants understand real-world examples of how a vision was developed to solve challenges faced in a landscape.	<i>So, in 2014 they developed a vision for the next 20 years. To create the shared vision, they used a methodology that involved different stakeholders in different workshops.</i> <i>One key component to the success of this project is that during the first sessions, they spent one daydreaming together about how they could see the area in the next 20 years. There was a lot of youth present in this session, which brought a lot of energy and hope to the process.</i> <i>Based on the stakeholder mapping they conducted, they determined that their vision needed to align the economy and ecology. AlVelAl revisited the vision in 2019. With Commonland and an expert facilitator in U theory, they developed a workshop.</i> <i>The output of the 2019 workshop, was a landscape plan. Which highlighted their vision, barriers, and actions. From there they developed their 20-year landscape vision.</i>
01:20	2m	Benefits	Slide 35 - Participants understand real-world examples of how a vision was developed to solve challenges faced in a landscape.	<i>This is more or less what the landscape plan looked like. They looked at the areas in three different zones. For the natural zone the vision was a green corridor, on farms they wanted to create a network of farmers that are working with regenerative practices.</i> <i>In economic zones, the vision was to promote businesses developed by local people that can increase the added value of their product</i>
01:22	1m	Map	Slide 36 - Highlight 10 year benchmark to show how things in the landscape are starting to change already	<i>This is more or less what the area looks like currently, 10 years later.</i>
01:23	3m	6 Questions	Slide 37 - Connect the case study to the "ingredients" in the presentation. Participants fully understand how this theory can be applied.	<i>This slide speaks to the different things we encouraged you to consider when facilitating a shared vision process and how AlVelAl addressed this.</i> [read through different questions and how AlVelAl addressed these] <i>Now, Alvelal is creating a network between Spain and Portugal working with different organizations doing landscape restoration, in a different process of creating a shared vision among these organizations.</i>
01:26	5m	Q & A	Slide 38 - Check if participants have any questions or comments.	<i>Does anybody have any questions or comments?</i>

01:31	2m	Would anyone like to share an experience they've had with visioning exercises?	Slide 39 - Engage participants in applying the ideas to their own personal experiences	[Read question]
Developing a Shared Vision				
01:33	1m	Developing a Shared Vision	Slide 40 - Transition into how to develop a shared vision	[Introduce the reflection to the group about how they can facilitate the creation of a shared vision] <i>We would like to discuss how we can develop a shared vision with a group</i>
01:34	1m	Facilitating the Development of a Shared Vision	Slide 41 - Outline different steps in how participants can facilitate a session on developing a shared vision	<i>The process of facilitating the development of a shared vision involves some different steps. It involves</i> 1. Identifying key stakeholders 2. Identifying values and common purpose 3. Visioning 4. Listening & interpreting 5. Clustering words/ideas 6. Drafting a vision statement 7. Reviewing/adapting statement
01:35	0m	1. Identifying Key Stakeholders	Slide 42 - Transition into the first step	[Briefly read the slide and move on]
01:35	1m	Groups like landscape practitioners ...	Slide 43 - Highlight the importance of including all stakeholders and how to make sure you are including them	<i>You need a process of stakeholder mapping that includes people inside and outside the landscape. Always question "Who is missing in our session today?"</i>
01:36	3m	2. Identifying Values and Common Purpose	Slide 44 - Transition into the next step	<i>With this group, start to think about what their values are, and what brings them together.</i>

01:39	2m	Exploring Values Can:	Slide 45 - Highlight the importance of exploring values and how it leads to establishing a clear vision	<i>From there you can identify a common ground and potential conflict. With this, you are working towards a more inclusive and meaningful vision. Also, ensure the vision is grounded in the long-term benefits of the landscape and its inhabitants.</i>
01:41	1m	Example Values	Slide 46 - Offer examples of different values that can exist in the participants' landscapes	<i>These are some examples of values. As a facilitator, you may need to find a way to get stakeholders to understand how their values can have synergies.</i>
01:42	1m	3. Visioning and Dreaming	Slide 47 - Highlight the importance of visioning and dreaming in this process	<i>Visioning is a valuable tool for creating a shared idea of the future among stakeholders in landscape partnerships. A vision describes long-term (+20 years) aspirations, often related to conservation, restoration, or resource management. A shared vision provides a guiding foundation for partnership action, fosters group cohesion, and motivates partners to engage in collective action.</i>
01:43	2m	Sample Facilitation Questions	Slide 48 - Participants have a list of sample questions that flow into each other and slowly prompt stakeholders to create their collective vision and dream for their landscape	<i>In the process of vision, you can use facilitating questions to help develop what they dream of in their landscape</i> • <i>Why is this landscape important to you?</i> • <i>What is your dream? This prompts stakeholders to frame their dream with how the landscape is important to them</i> • <i>What is a specific landscape challenge that brings everyone together and that they would love to see transformed?</i> • <i>Who are you dreaming for? Makes them reflect on whether they are considering other people or just themselves.</i>
01:45	1m	Image	Slide 49 - Show an example of how the facilitation questions can be used in an exercise	<i>This is an image of an exercise in Kenya that was conducted by 100 Landscape and EcoAg. In this exercise, people use images or drawings to put their dreams on paper.</i>
01:46	1m	4. Listening & Interpreting	Slide 50 - Participants understand that after creating individual visions people should share	<i>When people share their dreams the other should listen and interpret. They should try and identify ...</i>
01:47	1m	Active Listening	Slide 51 - Highlight that active listening is vital in facilitating a vision development workshop	[Mention that in the facilitation process, you should be very attentive to some key information that stakeholders may say.] <i>Values, benefits, stakeholders, time frame, and land uses.</i>
01:48	0m	Image	Slide 52 - Show an example of how the facilitation questions can be used in an exercise	<i>While people are sharing their dreams others should take notes.</i>

01:48	0m	5. Clustering Words & Ideas	Slide 53 - Transition into the next step	<i>From there you can start clustering some words or ideas</i>
01:48	1m	Clustering Ideas...	Slide 54 - Participants understand what clusters are and how they can be useful in these vision development workshop	<i>In this moment you can say "We hear a lot of people talking about participation democracy or a dream where youth have a place to work" and you put them into groups.</i>
01:49	1m	6. Drafting a Vision Statement	Slide 55 - Transition into the next step	<i>You will then work with this cluster to start building the vision statement</i>
01:50	1m	Creation of a Vision Statement	Slide 56 - Participants understand how the word cluster of ideas then can be used to create a vision statement	<i>You try and find synergies on what people agree with and build something that makes sense for everyone as a vision</i> <i>It is a process of articulating previous ideas into something concrete. Then ask are the ingredients there? Is it concise? Is it clear and easy to understand? Is it realistic and ambitious?</i> <i>Don't worry, it is just a first draft. Take time after the workshop to refine it.</i>
01:51	0m	7. Reviewing & Adapting Statement	Slide 57 - Transition to the next step	<i>This is where you start reviewing and adapting the statement</i>
01:51	1m	Reviewing and Adapting the Mission Statement	Slide 58 - Participants understand the vision revision process	<i>You review and share it with everyone in the exercise then adapt it then you may share it with a wider group of stakeholders and you continue this process until the originators are all satisfied.</i>
Communicating a landscape shared vision				
01:52	0m	Communicating a Landscape Vision	Slide 59 - Highlight the importance of communicating that vision now that it has been created	[Briefly read this slide and move on]
01:52	1m	Tips to Communicate a Landscape Vision Effectively	Slide 60	<i>These are some suggestions related to once you have your landscape vision ready what are the best ways for you to communicate that vision effectively?</i>

01:53	2m	Q & A	Slide 61 - Check in if there are questions or comments	<i>Does anybody have any questions or comments?</i>
01:55	4m	What is your Main Takeaway of Today?	Slide 62 - Engage participants in what they've learned and how they may apply it to their landscape	[Ask questions, stop screen share as participants share their responses, resume screen share when finished]
Wrap-up and closure				
01:59	0m	Next Session	Slide 63 - Let participants know what is coming next and how it connects to today's session	[Briefly highlight what will be discussed next session]
01:59	0m	Thank You!	Slide 64 - Make participants feel as though their time and participation is valued	
01:59	0m	Contact info	Slide 65 - Give participants means to contact facilitators for any additional questions	[Closing remarks]

01:59

TOTAL LENGTH: 1h 59m

Feedback from facilitators

Take your time to fill in [this feedback form](#) after the session. That way we can better understand how we can improve the session for other people like yourself. It takes about 20-30 minutes to complete.