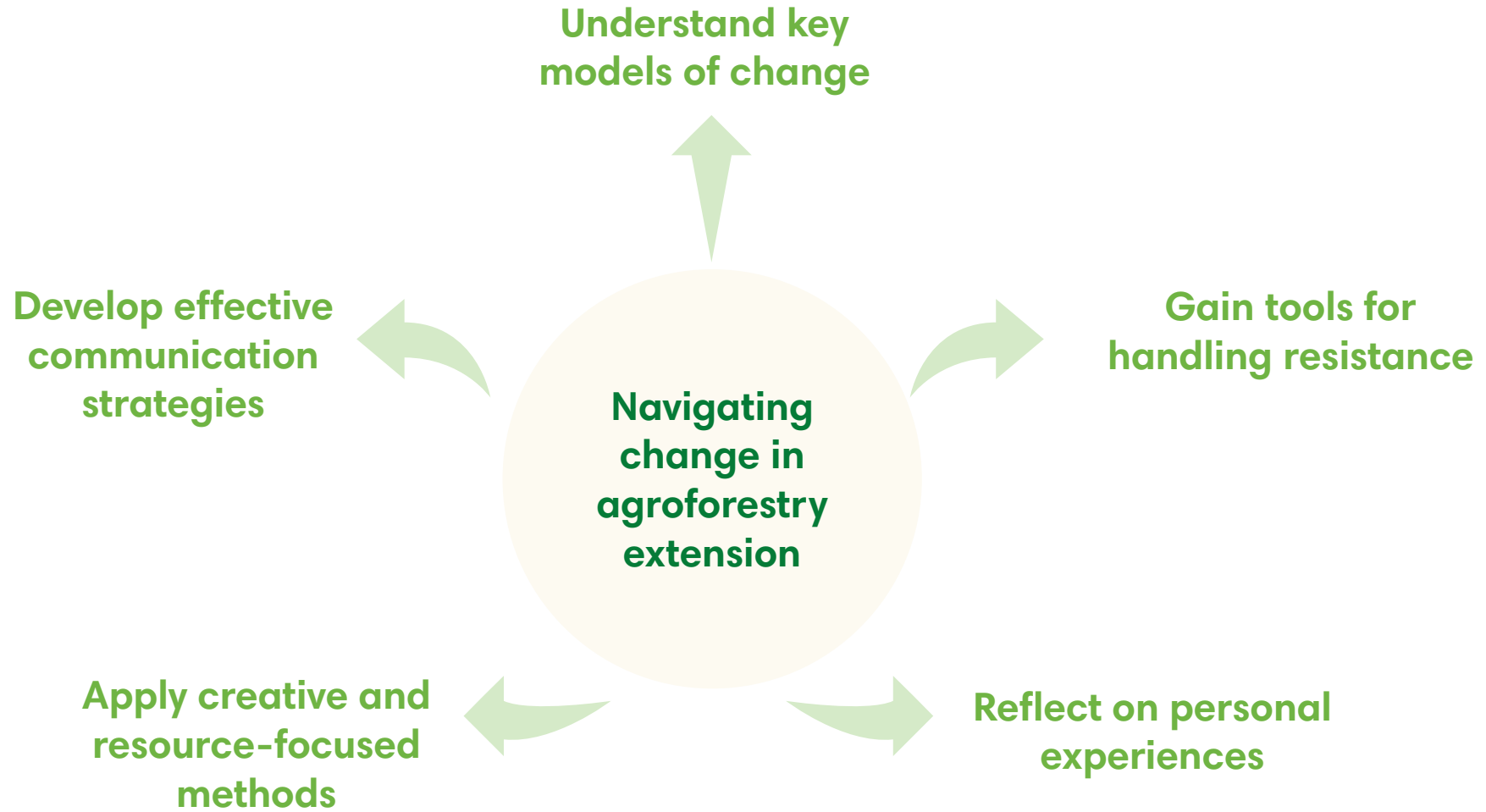




Navigating change in agroforestry extension



Day 1: Foundations of Change in Agroforestry

- Introduction to Change and the Advisor's Role
- Understanding Change Models (Lewin, Kotter, Satir)
- Communication Strategies for Change
- Personal Reflection & Planning for Change
- Wrap-Up & Reflection Assignment

Day 2: Advanced Tools & Tackling Resistance in Change

- Dealing with Resistance and Emotions in Change
- Resource-Based Approaches & Creative Tools (AI, Visualization)
- Change Management Simulation: Designing an Intervention
- Real-World Problem Solving & Conclusion

What is Change Management?

- **Guiding people from current to desired states**
- **Agroforestry examples: silvopasture, hedgerows**
- **Change is social, emotional, and strategic**



HOLISTIC CHANGE



- **Role: bridge, motivator, facilitator**
- **Support learning and reduce uncertainty**
- **Build trust and provide tailored guidance**

Define future goals collaboratively

Use visualizations and storytelling

Example: Greece/Spain – reviving silvopasture via shared landscape vision

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Mixing Livestock in a Forest: Silvopastoralism

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Cows and goats in mixed grazing in Erythria, Greece (photo G. Karagiorgos)

Mixed grazing is defined as the grazing of two or more livestock species (e.g. cows, goats and sheep) of the same time. This mixed grazing offers multiple benefits, such as full utilization of pasture (different animal species use different parts or different parts of the same plants), successful weed control and biomass reduction, improved soil fertility and health, increased biodiversity and increased profit for the farmer, improving the level of protection against large predators is also important. In addition, the establishment of mixed herds reduces the business risk of a livestock farm, since the outbreak of a fatal disease for one species will not result in the total destruction of the livestock farm. The formation of mixed flocks of sheep and goats is a common practice in Greece since ancient times. However, the establishment of mixed herds of cattle with small ruminants is not an easy task since small ruminants show a general aversion to the presence of cattle, especially near water supply points. This difficulty can be overcome either by compulsory co-existence due to space constraints (as is the case in the village of Stenonia in Evritaria) or by special techniques to create a 'bond' between sheep or goats and cattle. Indeed, the development of a 'bond' is such that a flock of sheep can follow any herd of cattle and not specific animals. The optimum use of available pasture can be achieved by adding individuals of a second species to a pasture. Thus, according to the literature, a herd of 200-300 sheep can be added to a pasture where a herd of 200 cattle is grazing without affecting the productivity of the cattle and at the same time improving the economic result of the farm. In general, mixed grazing of cattle with small ruminants is a very good technique to overcome problems of space constraints, especially in mountainous areas where conflicts and competition for land between farmers prevail.

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Mixing Livestock in a Forest

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Sheep and goats in mixed grazing in Galicia (NW Spain)

Maximizing the economic return from forest should be based on the unresistant use for agricultural purposes. Due to the long tradition of agroforestry systems in temperate in the past, the use of livestock in forest as a silvopastoral agroforestry practice can be a good solution to increase the diversity of ecosystem services from the forest. Livestock production should be based on the availability of high quality and palatable species in the forest. Understorey species are not usually shown in forest lands due to the difficulty to establish commercial grasses that are usually selected to be grown in open sites, that does not perform well under shade conditions. Moreover, the establishment of grasslands as forest understorey is usually not carried out due to the difficulty of machinery to plough the forest with trees and the possible damage that the machinery may cause to the trees. Therefore, the best option is to analyse the type of plant base species we have (either woody perennials or grasses) and match the sources with the animal needs. Performing transects or UAV (unmanned aerial vehicles) in forest stands can provide a clear idea of the potential that the understorey species have as feed. Usually, tall species such as gorse (*Ulex* spp.), *Rubus* spp) and Fern (*Pteridium* spp) appear in Atlantic regions that are often heavily consumed by the various autochthonous breeds and species. For example, deer is consumed by goats, autochthonous cows and horses, but *Rubus* spp. is not consumed by horses. Therefore, when a heterogeneous understorey composition is found, the best solution is to mix livestock to avoid over and undergrazing and obtain various types of products that increase the resiliency to climate change and market variations linked to the business environment.

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Resistance is not a barrier but an opportunity – engaging sceptics as partners strengthens both the process and outcomes of change. There is a potential hidden value in resistance- it can highlight issues to solve and create strong champions once addressed.

Georgios Mpakogiorgos, Vasiliki Lappa, Andreas Papadopoulos, & Anastasia Pantera. (2025). Mixing Livestock in a Forest: Silvopastoralism. *AF4EU*. <https://doi.org/10.5281/zenodo.18505644>

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Stakeholders: farmers, co-ops, policymakers, NGOs

Resources: funding, expertise, infrastructure

Tool: Interest vs. Influence Grid


Example: France – hedgerow restoration with co-op

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Restoring Traditional Arable Practices like 'Bolle Akkers': The Role of Agroforestry in Revitalizing Heritage Farming Systems

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Bolle akker (field) in the Waasland

USC, FFI, AF4EU, and other partners

Tobi Hallez
Sint Ghisbreghe

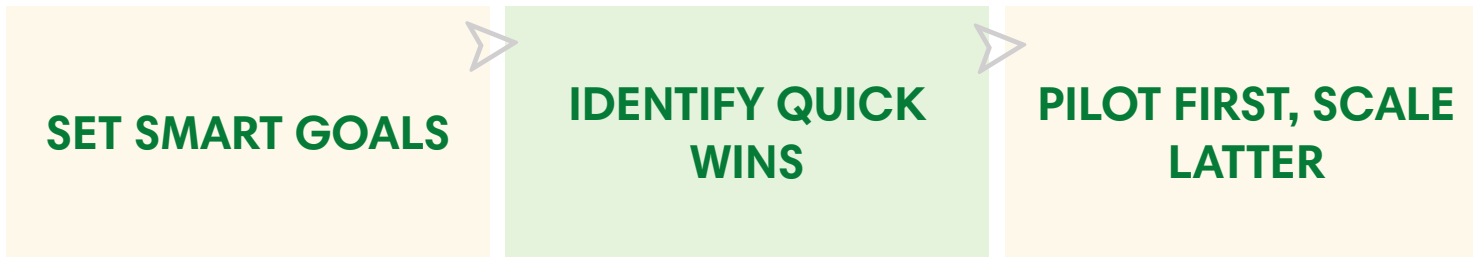
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Change gains momentum when advisors combine clear, locally relevant urgency with strong stakeholder coalitions, ensuring that farmers are supported socially and institutionally

Tobi Hallez. (2025). Restoring Traditional Arable Practices like 'Bolle Akkers': The Role of Agroforestry in Revitalizing Heritage Farming Systems. AF4EU. <https://doi.org/10.5281/zenodo.18504029>

Action planning



Overcoming resistance



Causes: fear, habit, misinformation



Strategies: listen, inform, start small, incentives



- Listen actively
- Create inclusive discussions
- Manage conflict constructively



Sustaining momentum

- 1 *Celebrate progress*
- 2 *Regular updates and engagement*
- 3 *Develop peer support and ownership*

Simulation and application

- Group case exercises
- Practice full cycle: vision to plan to sustain
- Reflect on transfer to own context

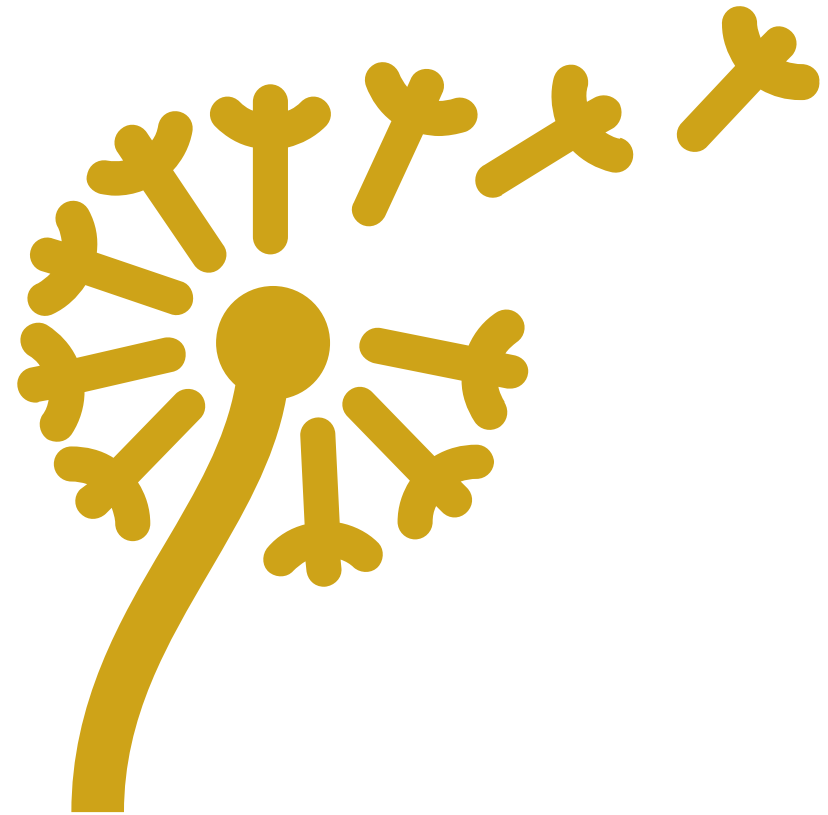


Key Tools Recap

- Visioning worksheet
- Stakeholder map
- Action plan template
- Facilitation guide

Wrap-Up & Takeaways

- Reflect: What will you apply?
- Next steps: peer sharing, continued learning
- Thank you!





THANK
YOU!



Basic change plan

Define the change	
Who is involved	
Use a change model	
Communication and engagement	
Anticipate resistance	
Quick win	

Resistance role-play

My father and grandfather farmed this way, trees have no place in our fields. You outsiders don't understand



I have debts; unless you can prove this pays off this year, I can't risk it.



Tried planting trees 10 years ago and it failed. Never again, it was a waste of time.



This project favours some farmers over others; I won't support it unless it's fair."



“Plan the Change” Simulation



Silvopasture Adoption in Dairy Cooperative

A cooperative of dairy farmers has been struggling with heat stress on cattle and pasture degradation. The advisor(s) want to introduce silvopasture (planting trees in pastures for shade and fodder). Some younger farmers are interested, older ones are sceptical. The cooperative board is cautious about investing cooperative funds for this. How to achieve widespread adoption in 3 years?



Hedgerow Revival in Grain Farming Region

An area largely removed hedges decades ago. Now soil erosion and biodiversity loss are issues. The extension team aims to convince farmers to replant hedgerows on field boundaries. There is government incentive money, but farmers remember hedges as extra work and loss of land. One local environmental NGO is very pro-hedges, but farmers find them pushy. Design a change strategy to get at least 50% of farmers to plant hedgerows.



Introducing Agroforestry into an Extension Service” (an internal change)

Suppose the participants themselves are part of an extension department that has never covered agroforestry. They need to get their colleagues and bosses to incorporate agroforestry extension into their program and budget. Many colleagues are unfamiliar with it and prefer sticking to traditional advice topics. How to lead this change within the organization so that agroforestry becomes a standard part of extension offerings?

“Plan the Change” Simulation

Vision & Goals

What change do we want to achieve, and what vision will inspire it?

Key Stakeholders and coalition

Who needs to be involved, and how do we build a strong coalition?

Unfreezing/Urgency

How can we create urgency and show why change is needed now?

Communication & Participation

How will we communicate the vision and ensure active participation?

Quick wins

What quick wins can build momentum in the first year?

Dealing with resistance

What resistance might arise, and how can we overcome it?

Resources and supports

What resources can we leverage, and what gaps must we address?

Anchoring the change

How do we embed the change so it lasts long term?



