



LIBERATING PARTNERSHIPS

Landscapes For Our Future
Global Summit and Knowledge Exchange
Nairobi, Kenya 16–20 October 2023





In summary: The key messages



Landscapes For Our Future

1 The Summit offered a rare opportunity for the open and honest sharing of realities. It was a safe space in which project implementers could share problems, solutions, lessons learned, and could raise questions or highlight concerns. There is a clear call for this to be expanded into communities of practice in which this collaborative wayfinding can continue in the future.

2 Integrated Landscape Management (ILM) underpinnings are not well understood by the implementers, who have shown themselves to be open-minded and eager to learn, however. It will be important for the Central Component (CC) to develop clearer, simpler tools and mechanisms of knowledge transfer to enable this, though in projects' existing contracts they will have only modest leeway for the adaptive management proposed. Projects still feel bound by the log frames and outputs they had initially been contracted to deliver, while the CC encourages them to focus on the outcomes – specifically, behavioural changes in which stakeholders adapt or avoid existing, deleterious practices.

3 The Summit strongly illustrated the importance of soft skills such as negotiation, facilitation, mediation and convening in ILM practice. Coupled with the creation of 'safe spaces', these

enable the emergence of agreement and collaboration between diverse stakeholders with diffuse landscape interests. This approach was also integral to the success of the Summit.

4 Approaches for strategizing ILM implementation and progress were emphasized as necessary for ILM success. These included theories of change, systems thinking, collaborative adaptive management and others that enable projects to envision new futures, and the pathways to achieving these. Related to this was the importance of time (extending beyond traditional project timeframes) to enable the development of necessary trust-based relationships with stakeholders.

5 Institutional bottlenecks are a major impediment to successful ILM. This finding referenced some of the institutional challenges that project teams encountered from within their organizations – such as excessive bureaucracy, hierarchies and brittleness. There was a general recognition that climate change and the accomplishment of the Sustainable Development Goals (SDGs) require new institutional designs and approaches.

6 Practical tools and approaches to transition from passive to active adaptive management are needed.

Most ILM projects engage in passive rather than active adaptive management, with a focus on project administration and implementation as a reaction to emerging problems as opposed to a change in the management of landscapes. Such a shift requires project monitoring processes to be iteratively designed with planned moments for reflection and adjustment. Donors also need to provide room for adaptivity during ILM project implementation, with this incorporated into reporting formats and midterm reviews.

7 Multi-Stakeholder Fora (MSFs) are a primary vehicle for integration. They are crucial to the success of ILM by convening disparate sectors and stakeholders and enabling collective decision-making and more equitable outcomes. They are recognized as a legitimate platform to work with and engage actors in a landscape. However, they can fail if not designed and convened with care.

8 Integration methods and skill sets must be better streamlined for ILM to lead to long-term success. As a long-term management approach, ILM projects must focus on sustainability upon project termination. Many of the projects in the LFF portfolio lack an exit strategy, yet the continued involvement of local government, formalization, and links to national

stakeholders and the private sector are crucial. These efforts also require internal capabilities to effectively institutionalize and bridge programmes to the broader policy context, which may be absent.

9 ILM is strategically important for the EU's international cooperation because of its crosscutting approach for achieving the goals of all three Rio Conventions and the new EU Restoration Law. It is an excellent entry point to achieving the SDGs; and is a proven 'tool' for convening multiple actors to plan and act together in safeguarding nature and people. There exists, however, a dearth of practical ILM experience. Thus, a concerted effort is required to improve the capacities of practitioners by focusing on enhancing ILM skills and investing in knowledge exchange and integration communication.

10 Empowerment is a necessary ingredient in successful ILM, whether through MSF collaboration or the opportunities that ILM can bring to the table. In contrast, large power asymmetries are often difficult to tackle and can significantly impact ILM project implementation and success. It follows, then, that a key part of ILM strategizing needs to identify and address these kinds of power differentials as significant risks to successful project implementation.



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The practice of ILM

Q&A

How do we make multi-stakeholder platforms (MSPs) effective?

- The functions have to exist, not just for their sake. The role of MSPs: conflict resolution.
- They should have decision-making power.
- They should have relevance in their existence.
- Relevance in knowing that they have decision-making power.
- No 'one size fits all'.
- We also need to look at the existing fora and how to enrich them instead of creating new ones.

How do you build a common vision during the implementation process if you have missed doing it at the beginning?

By creating a community of practice that can support you.

What are the social and technical tools?

Facilitation skills i.e., designing for engagement is a social tool. Facilitation skills are important for MSP's success to ensure participation inclusively and equitably.



Session spotlight

Why ILM? Why Landscapes For Our Future (LFF)? What are the characteristics of the 22 projects under LFF? What are the key ingredients or elements for ILM success? How are the 22 LFF projects adhering to these elements? This session provided an overview of the importance of ILM, the importance of the LFF programme, the key elements of ILM success and their application in the 22 projects.



"Landscapes are not abstract. They are our home and shape us. We must collaborate to manage our landscapes for the sustainability of such efforts." - Bernard Crabbé



Key messages

- ILM is a process for managing the competing demands on land through adaptive and integrating approaches.
- The six key elements or dimensions for ILM success are stakeholder identification, MSF, a common vision, institutionalization, adaptivity and tools.
- There is significant variation across the LFF 22 in terms of their understanding of ILM and the approaches they have used to implement it.
- Emerging insights from across the programme indicate that, for most projects, the six ILM dimensions have been partially addressed. Projects tend to be adaptive within the parameters of their contracts and have, to some extent, built adaptivity into project learning and use a wide variety of technical tools, but rarely social tools.



"Keep in mind that the purpose of the LFF programme through these 22 pilot projects is to guide the delegation and partners on how to implement ILM." - Bernard Crabbé

"Pioneering integrated landscape management, being implemented by CIFOR-ICRAF in different geographies and demographics globally, is important to our future actions..." - Carla Montessi

"We recognize that landscape approaches are high potential interventions in our efforts to reconcile competing claims on literal and figurative landscapes: to mitigate the climate crisis while addressing the SDGs and simultaneously strengthening community livelihoods and resilience." - Eliane Ubalijoro



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Innovations in ILM

DISCUSSION QUESTIONS

- What are the key lessons for ILM?
- What open questions are remaining?
 - What did you find innovative?
 - Why is this important?



Session spotlight

Analysis by the LFF programme identified six key elements that must be in place for the success of ILM. But, are there additional innovative elements or concepts apart from the six that are also critical to ILM? This session highlighted such innovations from two other CIFOR-ICRAF projects that focus on an ILM approach: Governing Multifunctional Landscapes (GML) and Collaborating to Operationalise Landscape Approaches for Nature, Development and Sustainability (COLANDS).

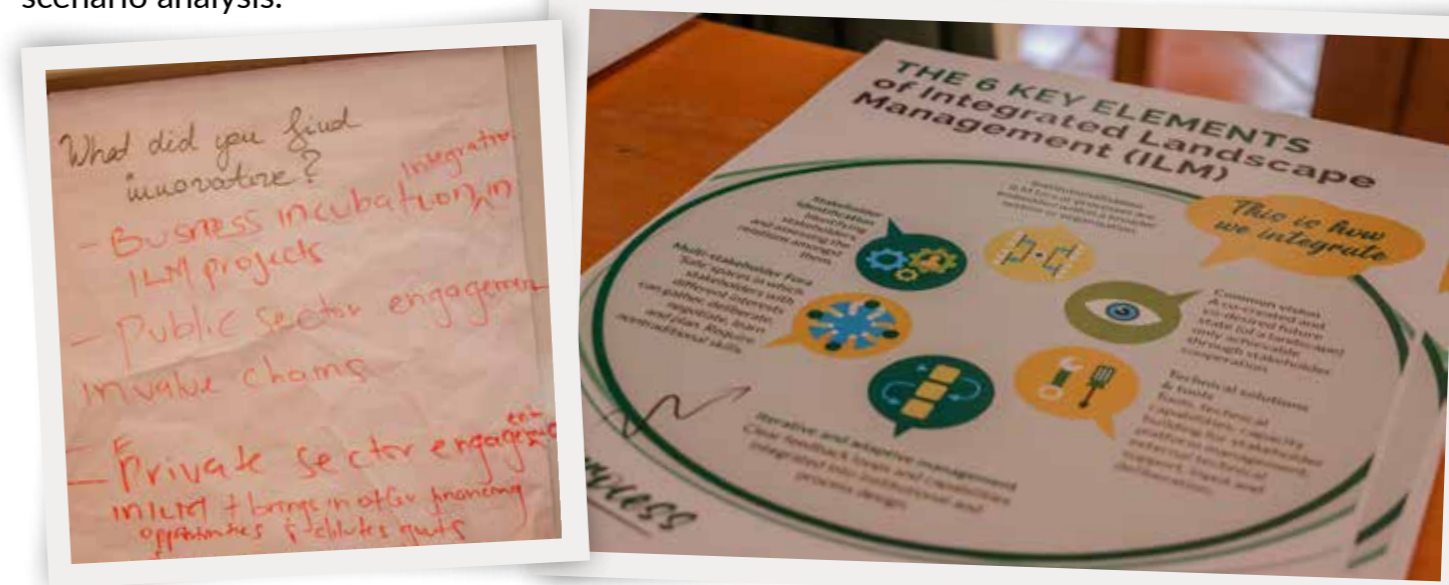


Key messages

EXAMPLES OF INNOVATIONS IN ILM INCLUDE:

- Integrating business incubation in ILM projects and establishing an investment case for ILM through the development and evaluation of business models and financing options done by the GML project.
- The inclusion of traditional institutions and knowledge and marginalized groups in decision-making through MSPs.
- Flexibility beyond log frames for more adaptive implementation approaches. For example, the COLANDS project refused to submit a log frame because the implementation of Integrated Landscape Approaches (ILA) in practice requires flexibility to change and integrate lessons learned.
- The use of frameworks such as the six dimensions of ILM, the three Es (Economy, Ecology, and Equity) of ILM or PCIs (Produce, Conserve, and Include) and the ten Principles of Landscape Approaches that help actors understand ILM better.
- The integration of research and development into ILM.
- Employing interest-based problem solving, focusing on common values and finding common ground among actors, then negotiating the differences.
- Establishing multi-stakeholder learning and capacity-building platforms such as the Kwaebirem-Atiwa Landscape Platform in Ghana by the GML project based on a nested structure design. Nested designs create spaces for decision-makers and local people to express themselves and deliberate.
- Participatory mapping and modelling scenario analysis.

“When we talk about sustainability in a multifunctional landscape, we are talking about the three pillars of sustainability - economy, ecology and equity. It’s a three-legged stool and if you don’t have all three of them even, it falls over.”
 - Emily Gallagher



“Private sector engagement is critical as it brings in other financing opportunities and dilutes the dominance of government and NGOs in ILM.” - Alida O’Connor



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The SHARED approach



Key messages

- ILM needs comprehensive evidence and the inclusion of stakeholders.
- Facilitation is key to stakeholder engagement and evidence-based decision-making. For example, a good facilitator can bring evidence into a discussion.
- Other attributes of a good facilitator include the ability to stop others or say no, not easily manipulated, constantly assessing the group dynamics, preparing in advance to ensure focus and avoid digression, always having alternatives, etc.
- Evidence can dominate the conversation, or it can be discussed and then totally overruled by politics or other forces.

“A good facilitator is the go-between but should also have the ability to say no and stop the other stakeholders when overstepping or forcing their point of view.”
- Summit participant

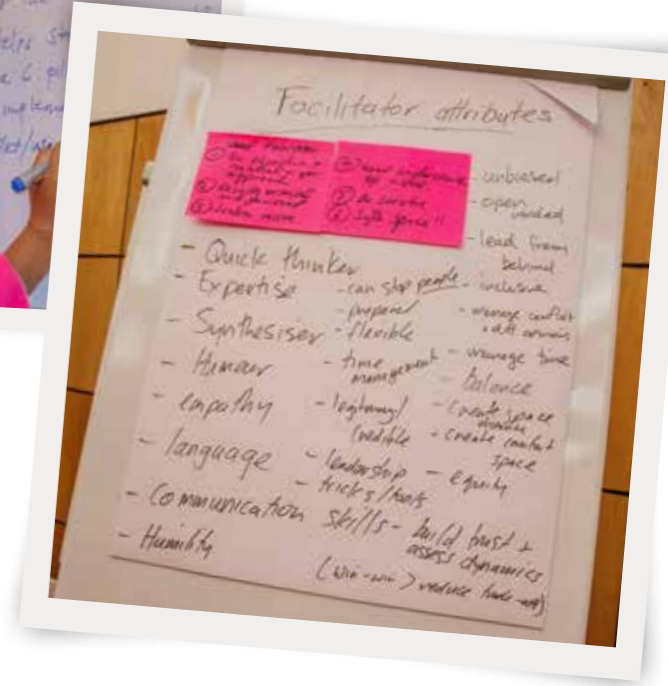
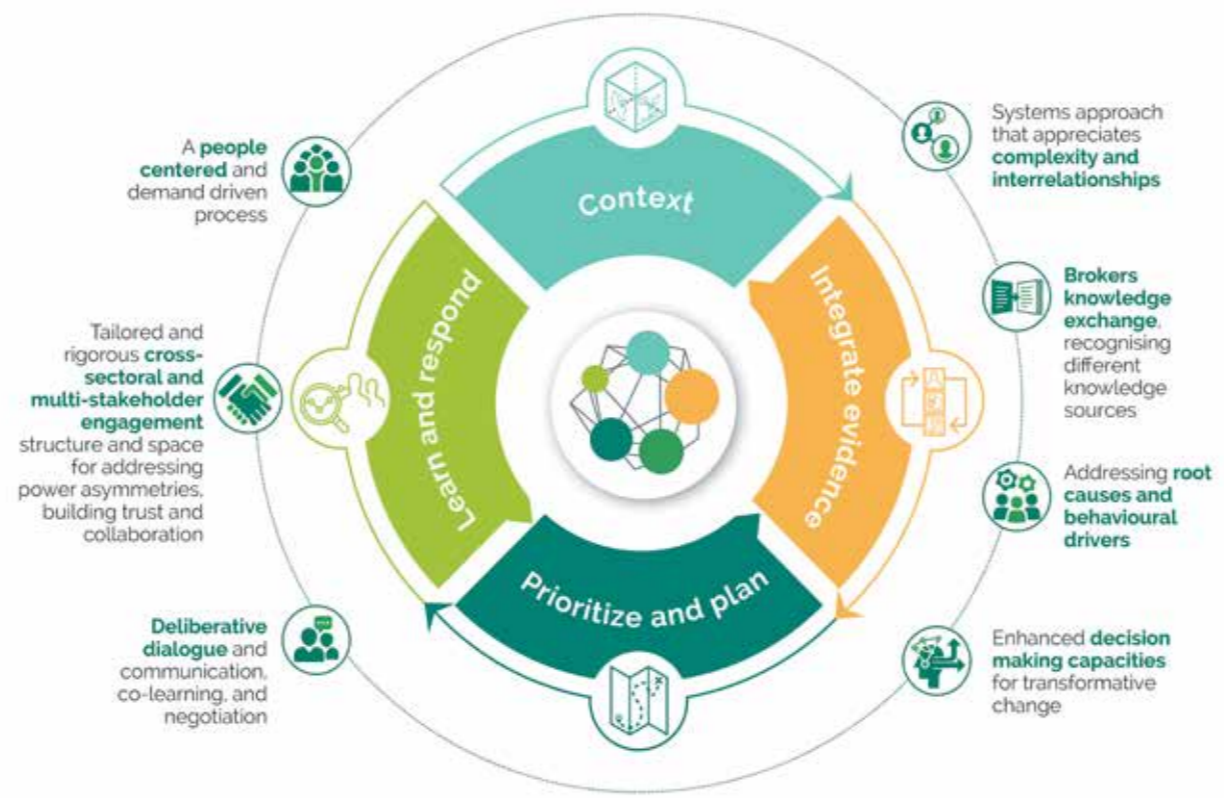
DISCUSSION QUESTIONS

- What makes a good facilitator?
- How was the group work/facilitation exercise?



Session spotlight

Comprehensive evidence is needed to guide decision-making around the design and implementation of ILM. The Stakeholder Approach to Risk-Informed and Evidence-Based Decision-Making (SHARED) process creates a space where stakeholders can interact and integrate evidence, and understand the risks and implications of actions including the desired outcomes. It focuses on integrating evidence into decision-making processes through comprehensive facilitation. This session examined the decision-making processes as individuals and groups, the importance of quality facilitation and the use of evidence in informing decision-making.



“A good facilitator needs to read the room and have empathy.” - Manoly Sisavanh

“A facilitator must have a bag of tricks.” - Kim Geheb



Feeling our way into the future

DISCUSSION QUESTIONS

- How do we use the ecocycle to make sense?
- What makes sense now?
- What conclusions are emerging?



Session spotlight

This session demonstrated the use of the 'ecocycle' to assess ILM projects' positionality. The ecocycle method facilitates the analysis of activities and relations among them to identify opportunities for, and obstacles to, progress. The process supports the identification of elements that are 'starving' for resources as well as those that hinder progress.

The ecocycle has various advantages:

It helps project teams to collaboratively refine, prioritize and plan actions while seeing the bigger picture, that is, where activities fit in the larger context in relation to others.

It also enables resilience, agility and sustained performance.

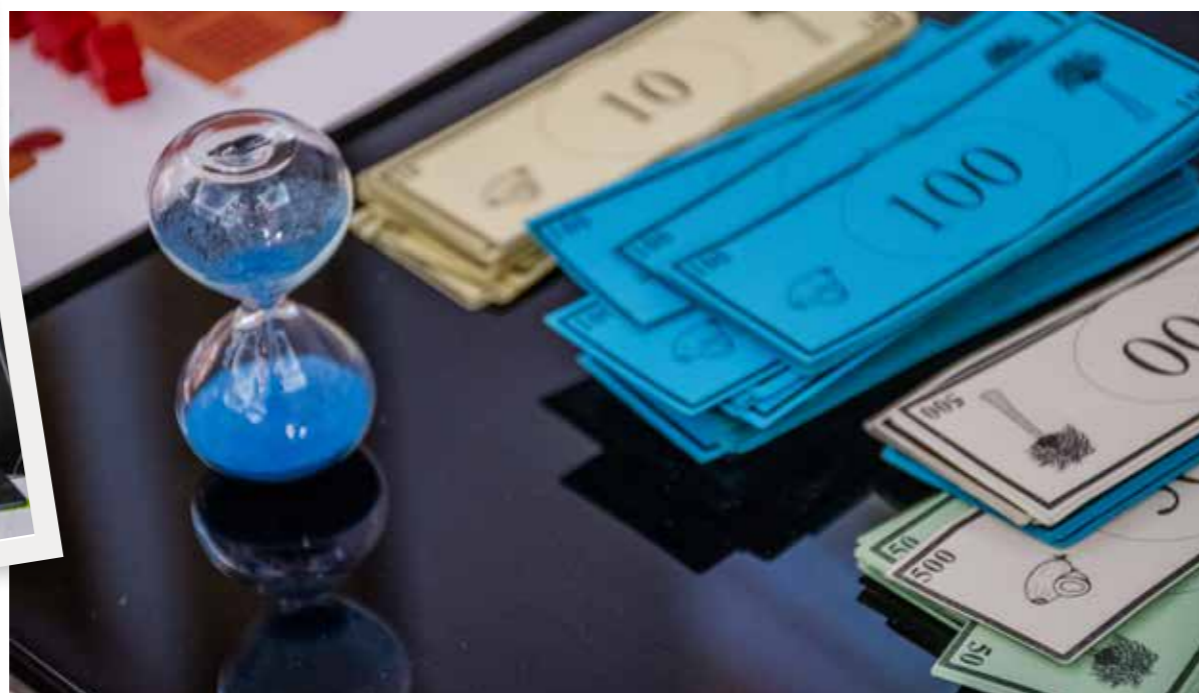


Key messages

- The ecocycle approach is a powerful way for projects' introspection, i.e., to think about progress and holdups.
- Through an innovative exercise with participants, it was found that holdups to project progress are derived mainly from institutional performance, internal procedures, organizational culture and hierarchies.



Gaming to manage complex landscapes



Key messages

- Games can be used to replicate or simulate the behaviour of stakeholders in a landscape.
- Games demonstrate the importance of negotiation in ILM, such as around the tradeoffs among landscape actors. They also reveal the complexities of negotiating tradeoffs in real life.
- Games can promote collaboration (e.g., through partnerships and alliances) among stakeholders which makes the negotiation process easier by increasing actors' voices and power, consequently, addressing power dynamics.
- Games demonstrate the importance of negotiating tradeoffs among landscape actors to manage landscapes as they impact the outcomes of management and the livelihoods of the actors. Tradeoffs are difficult to negotiate in real life because risks are not equally shared by actors and can be influenced by power dynamics.

"Every season felt like the end." - Khalil Walji



Session spotlight

Games are an innovative participatory approach that help stakeholders explore, learn and deliberate on the dimensions of landscape management. They also help identify stakeholders' perceptions of issues and alternative solutions. The Gaming to Manage Complex Landscapes game simulated the palm oil supply chain in Cameroon. It helped participants better understand the impacts of their choices on their livelihoods and the ecosystem in general. The game showed that negotiations are often difficult in real life and, sadly, how desperate actors can get. It also demonstrated the overdependence of people on natural resources.

"Collaboration makes the process easier and cheaper. Farmers had to unite to fight against the big industry. The benefits of collaboration made it cheaper to get transport. The farmers formed a cooperative and then started an artisanal mill." - Summit participant



"There are solutions present if one is willing to take the opportunity." - Laurence Wete Nkouguep **"It's difficult to negotiate tradeoffs in real life." - Delamine Andrew-Williams**



How do conflicts affect ILM implementation?

DISCUSSION QUESTIONS

- What kind of conflict are you dealing with in your project?
- How is this conflict affecting your work?
- What specific challenge(s) are you facing?
- What are the strategies to overcome this problem?



Session spotlight

Several ILM projects are being implemented in landscapes experiencing conflicts. This session, therefore, focused on the typology of the conflicts experienced, their impact on ILM implementation and strategies used to overcome subsequent issues. Two case studies guided discussions: Participatory management of protected area peripheries in the PONASI landscape project in Burkina Faso, and Sustainable management of the Chari River basin project in the Chad-Central African Republic sub-region. Participants also shared their personal experiences in conflict management.



Key messages

- The main conflicts relate to armed and/or criminal groups in landscapes, engaged in activities such as poaching or artisanal mining.
- ILM project teams cannot operate effectively in such contexts.
- ILM approaches can contribute to peacebuilding in these contexts.
- ILM should not be the entry point for conservation in conflict zones, but rather, priority should be given to the safety of local communities.



“ILM is not an entry but rather a strategy for peacebuilding.” - Raphael Tsanga

“Implementing ILM is not only complex, it might be dangerous.” - Raphael Tsanga

**“Is it relevant to try to implement it in such environments where people are just trying to survive?”
- Raphael Tsanga**



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Adaptive Collaborative Management - how to deal with uncertainty and complexity

DISCUSSION QUESTIONS

- How did learning within your project lead to a change in management plans/activities/participation?
- How do the examples discussed provide lessons for facilitating adaptive management?
- What is needed in terms of processes and capacities for adaptive management?



Is management a strategy or an approach?

It is this explicit idea of taking action within a landscape or the use of a resource while having some intended future plan. So, the difference between just using a resource and managing a resource is the actions that are taking place. The extraction or the maintenance or conservation is based on some future expectation of using or conserving or managing that resource.

“One way to think of the difference between passive and active adaptive management is to phrase it as the difference in being proactive instead of reactive.” - Peter Cronkleton



Session spotlight

Adaptive management emphasizes experimentation and learning to guide decision-making and action. Adaptive Collaborative Management (ACM) is an adaptive management approach that emphasizes participatory methods to facilitate collaboration and social learning among stakeholders. This session created a space where participants reflected on their interest in adaptive management, how learning influenced change in projects' attempts to implement integrated landscape management, the alignment of learning with the characteristics of adaptive management and what is needed to move initiatives towards active adaptive management.



Key messages

- There is a need for practical tools and approaches to transition from passive to active adaptive management as most projects focus on the former. Most projects engage in passive adaptive management rather than active adaptive management. However, it mainly focuses on project administration and implementation as a reaction to emerging problems, not change in the management of landscapes.
- Donors need to provide room for adaptivity during ILM project implementation. This should be incorporated into reporting formats and midterm reviews.
- Monitoring processes need to be designed to encourage reflection and adjustment.
- Consultation with stakeholders, including local communities is necessary right from the start of any ILM process.
- ACM needs to be included in our projects' design.

“It’s this idea that management is a continuous process. There’s not an end point you get to where the ecosystem is managed and you no longer need to take action.” - Peter Cronkleton.



“Some species are going extinct. Some resources are being degraded. Some ecosystems are being degraded. We don’t have the liberty to just sit back, wait till we come up with the perfect plan and then start managing. We have to manage right now as things are going on, and then make decisions and gather information to try to improve the management that’s taking place based on the information and the learning that has taken place.” - Peter Cronkleton

“It’s very difficult for us to prioritize certain aspects of an ecosystem or a socio-ecological system that we want to maintain if we don’t have a plan, a clear goal to be working towards.” - Peter Cronkleton.

Conservation and Development in ILM



We are being called to integrate the access and benefit sharing into projects. Has this been done? What information and tools are used to identify tradeoffs?

- Research and studies.
- Identifying the biocultural uses/values of landscapes.
- Participatory mapping of resources to identify the location of resources.
- The Paraguay project strategy used land use planning as a tool to help actors identify and understand tradeoffs.

Our Tonle Sap project, Cambodia: Are you addressing issues in the rice value chain? As much as rice production is increased, does it result in increased income/livelihood opportunities?

The sustainable rice platform (a global platform) is working on improving the price of rice by giving farmers the opportunity to be part of the price negotiations. In addition, the project team has been working with the rice buyers/millers to negotiate for better prices for the farmers. They have also been contributing to local policies that aim to improve the price of rice.

Do the farmers derive any other economic value from the buffalos?

They can sell the calves of the buffalos at a good price.

Northern Rangelands Trust (NRT), Kenya
Rangelands Ecosystem Services Productivity

DISCUSSION QUESTIONS

- What conservation and development tradeoffs do the action teams have to deal with in their landscapes?
 - What strategies/ approaches have been successfully used so far?
 - What challenges, and questions are left unanswered?



Session spotlight

Protected areas are among the landscapes targeted for ILM implementation. The wicked problem in ILM then becomes balancing conservation and development in such contexts. This session explored solutions to this based on six experiences from these projects; Integrated sustainable landscape management of the Tonle Sap Biosphere Reserve in Cambodia, Ecosystem conservation through integrated landscape management in Lao PDR, Integrated sustainable landscape management in the Cerrado Biome in Brazil and Paraguay, Andean landscapes – promoting integrated landscape management for sustainable livelihoods in the Ecuadorian Andes, Kenya Rangelands Ecosystem Services Productivity (RangER) Programme and Ecosystem of North Cameroon: towards an integrated landscape approach.



Key messages

- Sustaining/enhancing the livelihoods of communities affected by conservation efforts is an important tradeoff when it comes to balancing conservation and development in ILM.
- Successful strategies for balancing conservation and development in ILM projects include: integrating peace, security and livelihoods in conservation efforts; land use planning as a means for stakeholders to better understand tradeoffs in land use decisions; facilitating different MSF; and offering incentives such as providing agricultural inputs, payments for ecosystem services (PES) schemes, supporting ecotourism, allowing harvesting of Non-Timber Forest Products (NTFPs), market linkages for agricultural products, etc.
- The challenges experienced when trying to balance conservation and development in ILM project implementation include: political interference; different political perspectives and priorities; disruption arising from turnover of political/government leaders after elections; and the sustainability of ILM efforts given short project timeframes.

“Conservation is not profitable in the short term. There are tradeoffs.” - Elijah Waichanguru

“This is the wicked problem of ILM. How do we ensure that everyone is happy? How do we achieve multifunctionality so that no sector suffers?” - Delia Catacutan

“All of us are looking at certified production. Do the consumers ask about the ethical considerations? We are pushing people to get such certification but do consumers ask or care? Such products also tend to cost more.” - Elijah Waichanguru



Implementing in unscrupulous environments

DISCUSSION QUESTIONS

- Do you agree or disagree that we have challenges with weak governance systems /corruption and effective processes to deal with in the landscapes where we work?
- How does it manifest in the projects that you work with? How does it facilitate interaction with different actors (e.g., the impacts of corruption)?
- How to address these to effect positive changes in the landscape?

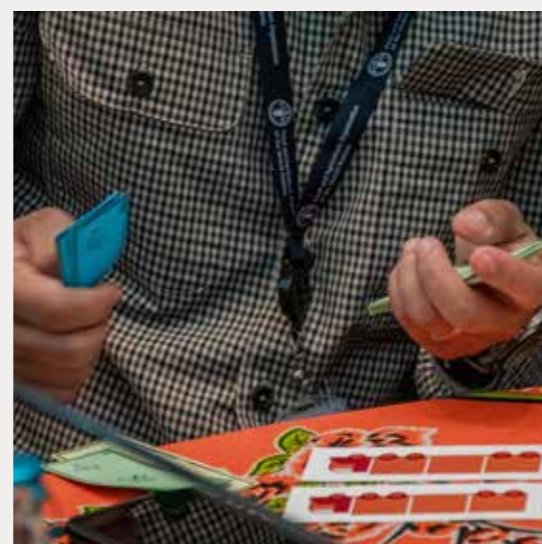
REMAINING QUESTIONS

- How do we separate corruption from cultural obligation?
- What is the right way of working with the government or manoeuvring through man-made challenges that may endanger success?
- How do we work with or handle ghost actors /armed groups in our MSF, who are often the main drivers of unethical practices?



Session spotlight

Unscrupulous behaviour is common and, unsurprisingly, often occurs in landscapes where ILM is being implemented. This session aimed to understand if, and how, weak governance systems, including corruption, affect ILM projects, how it manifests and facilitates interactions among different actors and lastly solutions to successfully addressing challenges that may arise to effect positive changes in landscapes.



Key messages

- Unscrupulous behaviour and corruption are common in our landscapes and manifest in different forms such as informal taxes imposed by some influential persons or government officials to have access to project sites. They depend on context and may sometimes be confused with cultural practices of hospitality e.g., visiting a traditional ruler with a bottle of wine.
- Unethical practices/corruption may result in additional operational costs that are often difficult to justify.
- It is important to handle aspects of corruption tactfully so as not to jeopardize project implementation.

“Corruption is real in ILM but context matters.” -

Summit participant

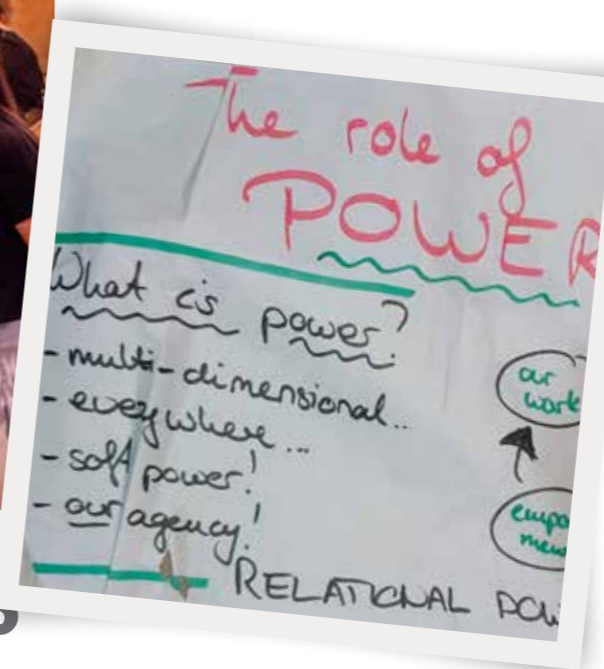


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The Role of Power in ILM

DISCUSSION QUESTIONS

- What is power? What is my relationship to it? Who holds power? Who doesn't?
- How does power affect your project?
- How have you addressed the powerful?
- What are successful strategies for empowerment?



Key messages

- Power in ILM matters because abuses of power are common and may lead to the exclusion of stakeholders from the engagement process. Corruption, election manoeuvring and nepotism are examples of power abuse.
- Power can determine stakeholder buy-in to projects, and influence their outcomes. Some types of power may affect project adaptivity. Power affects project sustainability e.g., integration into government processes.
- A successful strategy for empowerment involves: (a) recognizing that power imbalances exist and need to be addressed; (b) building a strategy for empowerment is necessary; and (c) inviting stakeholders to exercise their agency by supporting them to recognize the power they have.

“There are two elements to power, influence and authority. Once an individual or a particular institution has accorded these two distinct constructs, then we say the person is powerful or has power. Beyond this navigates specific themes and specific levels and, in each country, or within each defined setting, power can be

“Transparency needs to be strategically used.”
- Kim Geheb

“Everyone has different types of power at different times; - For example, the government has power on paper to make laws but may not have the power to implement.” - Alida O'Connor

“You need resources to exert power. The government has the authority but often no resources to implement. For example, NGOs come in to fill in the gap.” - Alida O'Connor

“Power is the ability to make things happen or not.” - Laurence Wete Nkouguep

“There are different types of power.”
- Patricia Roche

“A lot of power can spill and lead to its abuse hence it affects a whole chain of people.”
- Sam Moko

“Power is the ability to command, convene and convince other people to participate or join forces in our activities to meet a shared vision.”
- Summit participant

“The abuse of power is very common.”
- Summit participant

“Everybody has power depending on perspective and scale; if you put people in the same meeting, there are people with different powers but as individuals, we all have different powers; the same can apply to our pets, i.e., cats and dogs. Now looking at the environmental perspective that we are in, there are different powers; political power, scramble for power in various aspects.” - Summit



Session spotlight

Power relations or interactions among different actors in a landscape shape its management outcomes. Factors that influence such dynamics include gender, age, socio-economic status, race, ethnicity and education levels. This session looked closely at what power is, stakeholders' relationship with it, its influence on ILM implementation, how it has been addressed by actors and strategies for empowerment.



Skillful communications

DISCUSSION QUESTIONS

- What went missing during the broken telephone exercise? Is it important?
- Are we tailoring to our target audiences?
 - How do we identify a 'hook'?



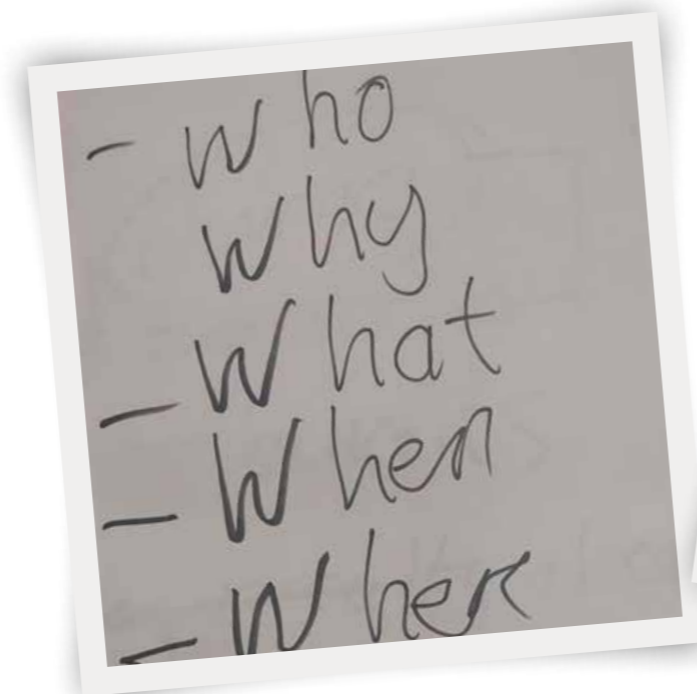
Session spotlight

How do we effectively communicate about our ILM projects? This session demonstrated how to craft simpler, clearer messages about landscapes, the importance of tailoring a message to different audiences and encouraged participants to follow LFF's social media channels, as well as each other.



Key messages

- Communication for ILM should focus on the project outcomes rather than outputs. It is also important to focus on the heart (the why and the people), not the hard details while communicating.
- The 5 Ws and H (What, When, Where, Who, Why and How) framework is a useful tool for ensuring the full extent of a story is brought across.
- Find a 'hook' – something to catch the attention of the audience. Something that draws them in, and on which the story can hang.



"I resorted to the log frame but now realize it should be about the heart not the hard facts."



Landscapes For Our Future

Co-designing a landscape curriculum

DISCUSSION QUESTIONS

- What is your feedback on the 6 modules of the restoration education curriculum? (a) analyse landscape dynamics and contexts; (b) co-create and strengthen inclusive landscape partnerships for restoration; (c) catalyse opportunities to enhance landscape governance; (d) design and apply adaptive and resilient landscape restoration; (e) develop economically viable landscape restoration initiatives; and (f) facilitation for transformative education?
- What lessons learned, success stories, material and case studies can you add to the curriculum from your projects?



One of the things I struggle with in landscape dynamics is management units. If you look at the earth, that is a landscape but we can't manage the earth in its entirety. We have to

subdivide it. Particularly in the Caribbean, we have been trying to push for watershed unit management which has not gotten off the ground in most areas. They understand the concept but it hasn't taken off in terms of local governance systems. Also some of the islands do not qualify as watersheds. For example, one island, Anguilla, is flat and there are no drainage or ecological characteristics. So how would you manage such a landscape when you can't find the communal boundary?

It's our collective struggle. How to deal with administrative boundaries? How to cross boundaries? In one of the sessions, I showed an image of a beautiful multi-stakeholder platform and in the background, there was this huge, tall pillar on policy and governance. The structure of our governments do not fit entirely in the structures in which we have organized our governance systems. I am not going to give you the answer because this is the burning question we are all struggling with. What if we put this debate or thinking into the curricula of the future policy makers so that while they are in school they can start thinking about it, they can learn about it, they can have their fieldwork and thesis about it and that by the time they have graduated, they have grappled with the issue and taken up the challenge. Since we have been discovering problems and training professionals to deal

with this, what if that experience is brought into the curriculum of future professionals so that they move faster and better than us?

How ILM or landscape approaches were introduced completely neglected the aspect of jurisdictions. However, decisions are taken within jurisdictions. This aspect is missing in the curriculum because the stakeholders who make decisions and influence activities within landscapes come from different jurisdictions. So while we develop landscape approaches it's important to add jurisdictional approaches because a landscape can cut across commons. You can't work without considering the administration of all the communities.

There is a discrepancy between formal and informal governance structures or systems. This is a problem we are all dealing with in our projects. So we have the moral obligation to bring these experiences back to the curriculum of future professionals so that they start acting earlier and faster. I think it's this ability to understand complexities and boundary issues, the ability to understand formal governance but also informal landscape governance and being able to craft interjurisdictional institutional arrangements. We are trying, so let's teach the professionals how to do it so that they do better than us.

Does the third module, catalyse opportunities to enhance landscape governance, look at the policy aspect? Because sometimes when we look at these things, how do we make sure that policy makers grasp this concept? As we expect policy makers to

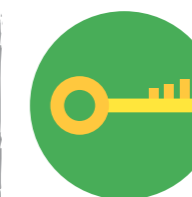


Session spotlight

Restoration Education is a pan-African education initiative based on a co-designed landscape restoration curriculum developed via a bottom-up approach. It has six modules: analyse landscape dynamics and contexts, co-create and strengthen multi-stakeholder landscape processes for restoration, catalyse opportunities to enhance landscape governance, design and apply adaptive and resilient landscape restoration, develop economically viable landscape restoration initiatives and facilitating transformative education for landscapes. This session focused on the co-development and exchange of ideas on restoration education while using it as a template for the development of the landscape curriculum.

“What we are doing is intuitive, also scientifically sound, peer reviewed and

“We dived into the theories of transformative education because we wanted this curriculum to be transformative. So we divided tasks, we read a lot, we heard, we shared about transformative education which is very interesting because the core of transformative education is moving from problem to solution. So enabling our learners not only to deeply analyse and understand problems but also give them the capacity to think out of the box and find solutions. That's actually from degradation to restoration. We also worked a lot on understanding how we can turn the role of teachers from expert knowledge providers to facilitators. Making a teacher into a facilitator requires a couple of mind shifts because it offers the learner much more space to discover, to think, to imagine, to explore and to decide for themselves. That's the third pillar – teachers and learners together questioning values, attitudes and behaviours trying to trigger something in each other and help each other to be truly agents



Key messages

- There is a clear demand for the landscape restoration curriculum as it addresses key competencies and skills needed to carry out ILM.
- The curriculum and its content and material are relevant to the various stakeholders involved in the various projects.
- The curriculum has a clear learning logic – from understanding to evaluating/analysing to practising.
- The modular approach of the curriculum allows for demand-driven education and capacity development addressing immediate needs in landscapes.
- There is a great opportunity for the curriculum to be integrated into vocational training centres and programmes, as well as educational institutes.
- Several case studies, lessons learned, success stories and failures can be harvested from the various LFF projects that cover a variety of landscapes, ecosystems, approaches/practices and technologies for the curriculum.



Institutionalization

DISCUSSION QUESTIONS

- What do you think of when you hear institutionalization?
- How are the emerging themes incorporated into the projects – what is going well? What could be improved? What internal capacities may need to be further developed to deliver on institutionalization objectives?



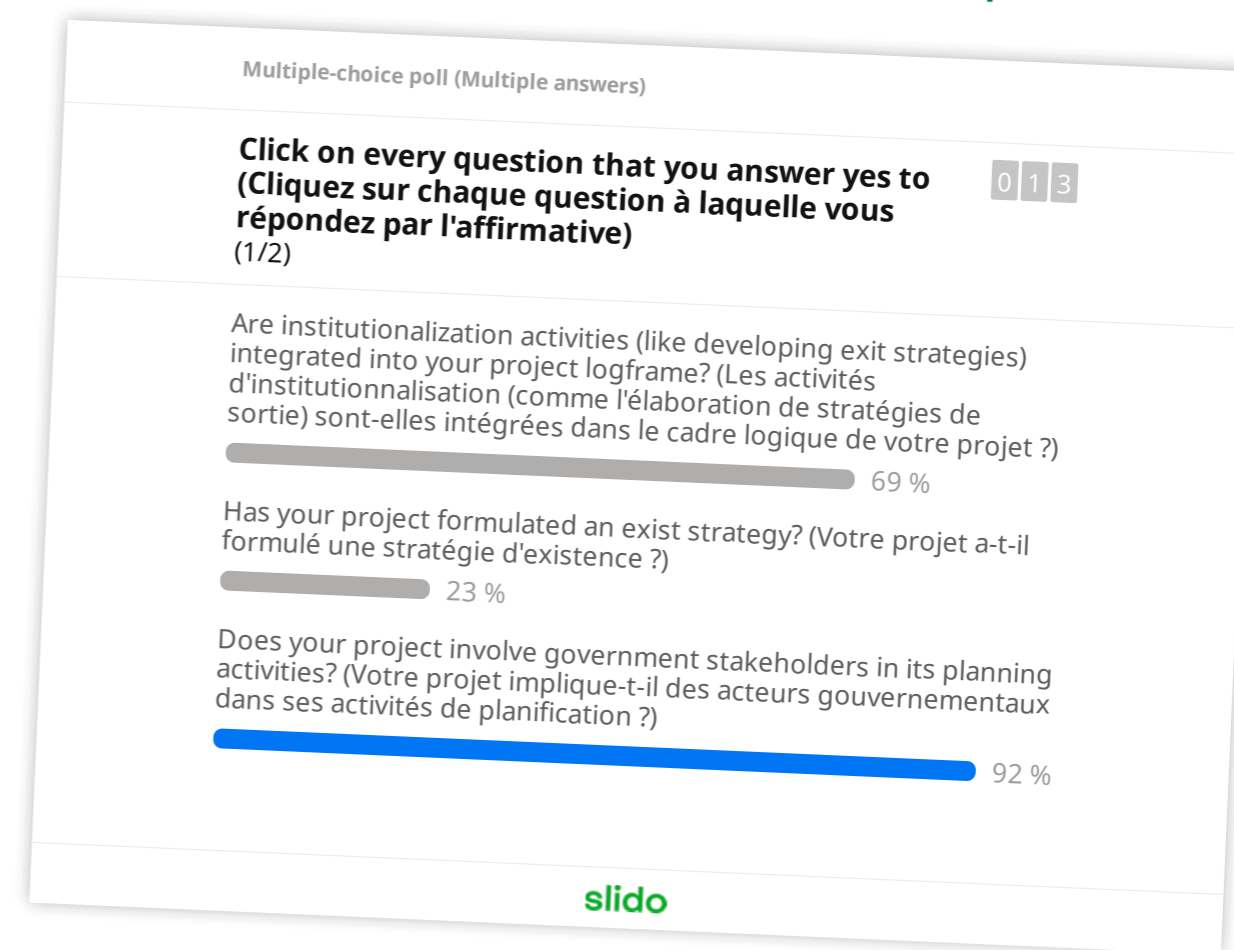
Session spotlight

Institutionalization simply refers to whether or not a project's processes are integrated into the governance structures or institutions of a landscape. Such integration can happen at social, community, or government levels and it increases the chances of project sustainability. This session explored institutionalization – what it involves, why it is important, why it is hard and how to integrate institutionalization activities more deliberately into project intervention strategies.



Key messages

- The eight Institutionalization ingredients are: anticipate, involve, plan, embed, document, communicate, learn and influence.
- Most projects lack an exit strategy. The involvement of local government in projects seems strong, but formalizing links to national stakeholders and the private sector is a challenge for many despite strong alignment with national commitments like Nationally Determined Contributions (NDCs).
- Internal capabilities to effectively institutionalize may be lacking. Allying with bridging organizations with the necessary skills may be needed.
- Most projects lack an institutionalization strategy. Future phases should consider developing these early and as part of a Theory of Change (ToC). Although most projects are close to ending, some institutionalization strategies should be adopted, especially given NCEs.





Landscapes For Our Future

Designing for Engagement - The centrality of MSF

DISCUSSION QUESTIONS

- What are MSF useful for?
- What are the challenges that you have faced in designing/ running MSF?
- How did you address these to make them work?



Key messages



- MSF are seen as a legitimate platform to work with and engage actors in a landscape. However, they can fail if not designed and managed properly.
- Factors that lead to the failure of MSF include: poor and biased facilitation; lack of a shared/common agenda or goal and roadmap; lack of targeted/intended stakeholders; inadequate representation of stakeholders; absent safeguards for marginalized groups; technology dependence; lack of communication; lack of leadership and legitimacy; power capture; political interests; payment for participation; weak or too much structure; inadequate pre-meeting preparation; and non participatory decision making .

“Payment for participation. It’s actually intriguing and sometimes a bit surprising. I manage a project that’s also looking at restoration. We have this MSF and each time we invite government representatives to be there, they will ask you whether you are going to pay them. And if you say yes, they will ask you how much. If you mention a figure which is not what they expect then they will tell you, if you want me to be there then

“One example that stood out is the technology dependency. Some of our projects work in remote parts where power cuts are continuous and that can delay stakeholder meetings. In the middle of the sessions, no power and we have to stop. So people lose concentration and interest.” - Sam Moko

“Late stakeholder invites. There is a lot of bureaucracy. You know some of our organizations are intergovernmental so one invite is signed by the head of the organization and it will take a few days before you get it so you end up sending the invite a day before an event.” - Sam Moko

“Seeing is believing. So when we talk about MSPs you have to show some pictures of how it’s happening in other parts of the country or abroad then the stakeholders will relate to something which is real and not a concept which we have developed which may take another ten years to learn.” - Sam Moko

“I will only comment on the fora that are in Laos. Most of them only exist in projects. Then the projects end and then they will meet when you have the next project. It’s something that’s real and occurs a lot and it’s really difficult to work around it.” - José Luís Monteiro

“At the end of the day it’s also important to be adaptable to know that something is going to go wrong in an MSF that you didn’t anticipate. There are a lot of things that are out of our control. Keeping basic principles of equity and inclusion. Basic facilitation standards we had talked about in previous days. Keeping those in mind while implementing MSF is as much as any of us can do.” - Debbie Pierce



Session spotlight

MSF are spaces or processes in which different stakeholders with different interests and priorities can gather, deliberate, negotiate, learn and plan to achieve a common goal. This session examined the perceptions of the usefulness of MSF in ILM, challenges experienced in designing and running them, as well as strategies used to address the identified challenges.



Cracking the code – learning together about success factors across ILM initiatives

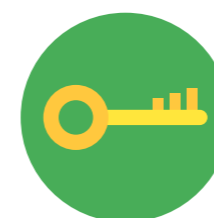
DISCUSSION QUESTIONS

- What are the experiences, successes, reflections, and remaining questions for each ILM ingredient?
- What is the chain of causes that made it possible (for the selected case studies – an MSF in Ghana, the establishment of a protected area in Cambodia and a cross-county, cross-sectoral platform in Kenya)?



Session spotlight

The identification of the six elements or ingredients for ILM success is a step in the right direction for ILM implementation. However, some questions remain – what underlying factors make it possible for each ILM ingredient to work? What conditions lead to the presence of these factors? This session generated lessons and recommendations on such underlying factors for ILM project design and implementation using three case studies. The cases were: an MSF in Ghana; the establishment of a protected area in Cambodia; and a cross-county cross-sectoral platform in Kenya. Reflections from the session will inform the development of a conceptual framework relating the identified underlying factors to ILM capacity implementation.



Key messages

- Critical success/failure factors of ILM identified in literature include: targeting the right landscape; flexible outcome targets and funding; a collaborative Theory of Change (ToC) grounded in shared concerns; a common vision among actors; long-term technical and facilitation support from bridging organizations; hybrid governance; continuous capacity building; active private sector engagement; knowledge-driven decision-making; embracing complexity; and adaptive monitoring and evaluation.
- Underlying factors that make these success factors for ILM possible identified include: pre-condition and preparation of the dialogue between donor; national and landscape authorities; 'capital' and legitimacy of the project consortium in the landscape of intervention; the capacity to engage with private sector e.g., to support certification processes; long term engagement in the landscape resulting in relationship building; consistent communications; political good will and buy-in; incentives; joint project design and planning; local expertise availability; objective alignment among actors at national and sub national levels; and the presence of multiple projects and initiatives in the same landscape to link with.



Moving ILM forward

DISCUSSION QUESTIONS

- What topics have not yet been addressed?
- What conversations would you like to deepen?
 - How are we moving forward, together?



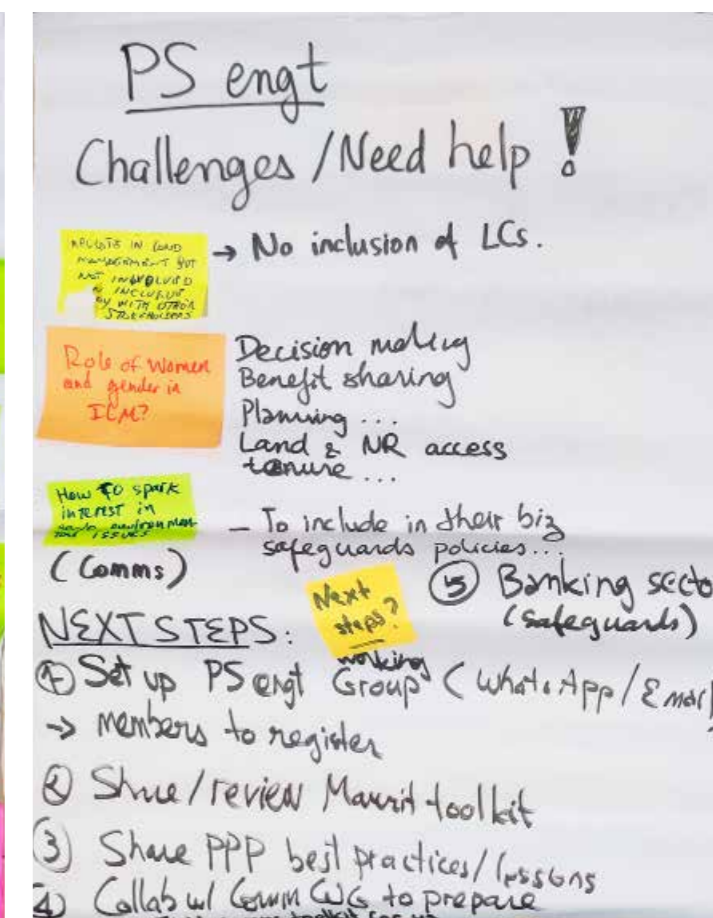
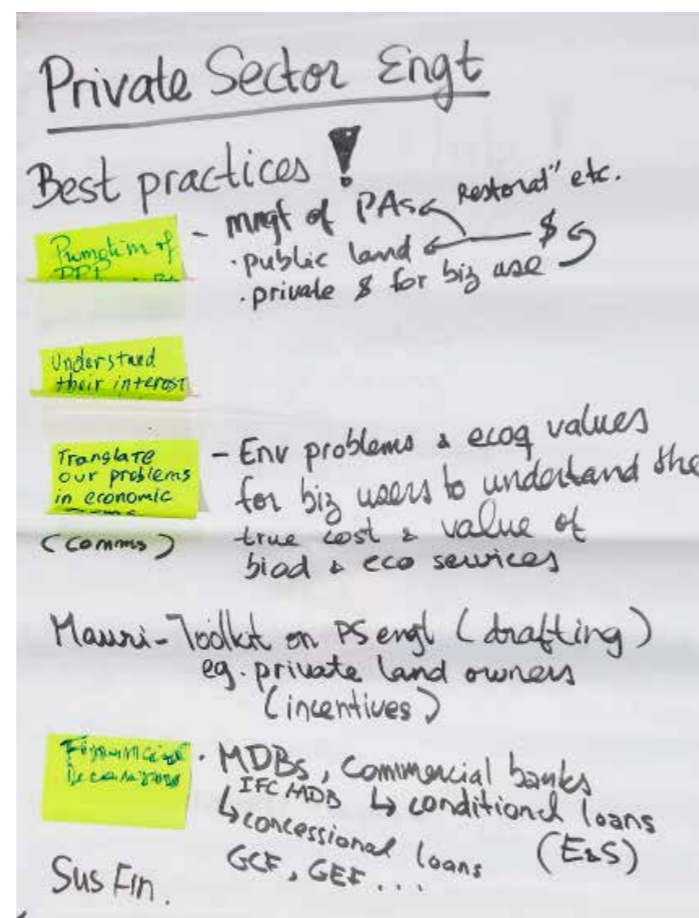
Key messages

Capacity strengthening and education ('passing the passion'), integrating communications, private sector engagement, and monitoring and technical interventions in ILM are under-addressed topics for further exploration. This may be done through communities of practice/working groups.



Session spotlight

This session sought to chart a way forward beyond the summit by exploring topics that participants felt were not addressed. The three guiding questions that steered the conversation were: (a) What topics have not yet been addressed? (b) What conversations would you like to deepen? (c) How are we moving forward, together?



What did you like about the Summit?



Landscapes For Our Future

"The people, the interactions, the good humour, the safe space, learning through games, the dedication of the organizers.

Our perspectives broadened. It was an enriching experience to learn about the other projects especially since the projects had a different mix of conservation, social science, development opportunities, contexts, conflicts and solutions. The organizers pushed us to really think about underlying issues that we would not have thought of otherwise. We learnt of a different approach to communicate our stories. In addition to thinking, we were also prompted to 'feel' our way around." -
Shivan Kumar

"I like the facilitation style, which was very new to me. I think it helped participants to freely experience themselves and to engage in in-depth thinking and reflection. I like the field component of the summit, as it allows me to visualize and experience ILM implementation in practice. The landscape game was also a major highlight. Overall, it was a well planned and executed event."

- *Samuel Adeyanju*

"It's effort to push boundaries and do things in a nonconformist way."
- *Claude Garcia*

"Diversity high level of expertise and interactions."
- *Ibra Sounkarou Ndiaye*

"I appreciated the chance to listen and learn from such a diverse group. For me, it was fascinating to learn about the similarities and differences to the COLANDS experience." - *Alida O'Connor*

"The community building, and the style of engaging with each other."
- *Debbie Pierce*

"Una agenda Dinámica con mucha interacción." [A dynamic agenda with lots of interaction]
- *Juan Pablo Suazo Euceda*

"The people and the wealth of knowledge and experience that was assembled for the event."
- *José Luís Monteiro*

"Sharing experiences with others, learning more about the LFF vision and objectives." - *Sophie Yaogo*

"Planning was well thought through to ensure there was interaction for cross learning, everyone's active participation and made sure everyone had fun."
- *Ivy Okutoyi*

"The networking and collaboration among 22 project teams."
- *Timothy Lawton*

"Everyone was unbelievable."
- *Daniel Kofi Abu*

"Round table approach works wonderfully. Everyone was empowered to speak and share their experience through group joined activities. Very open for voices. Very balanced between activities in and off the fields."
- *Sivilay Duangdala*

"The approach to get everyone to feel safe in exchanging the richness and authenticity of our first-hand experience in implementing and promoting the use of ILM on the ground. We built ILM COP which can be sustained for a long run."

- *Manoly Sisavanh*





What was your favourite experience or moment of the Summit?

“The art gallery, porque pudimos compartir entre nosotros, conectar, conocer los paisajes y aprender. En ese momento nos dimos cuenta que no estamos solos tratando de generar cambios.” [because we were able to share with each other, connect, get to know the landscapes and learn. At that moment we realized that we are not alone in trying to generate change.]

- Patricia Roche

“Sharing and listening to our stories at the gallery.”

- Shivan Kumar Bhogun

“I think my favorite experience is the shared time and engagement with the rich experience and perspectives that the professionals across the projects and countries bring to the summit.” - Samuel Adeyanju

“The diversity of the event, activities from various moderators, speakers, field visit, art display with given chance for speaking each project success.”

- Sivilay Duangdala

“The field visit since it allowed us to see what our three year old intervention could look like in twenty-five years. Also talking to people that have such a great level of knowledge and passion for promoting a landscape approach to sustainable development.”

- José Luís Monteiro

“Gaming to manage complex landscapes - A simple yet self-revealing approach to internalize ILM that can be used with any community at hand.”

- Ivy Okutoyi

“Be able to share my own experience.” - Sophal Heang

How did this Summit change or deepen your perception of ILM?

“It allowed me to see different perspectives of ILM especially since our project is more conservation-oriented, we got to experience the importance of social integration within ILM.”

- Shivan Kumar Bhogun

“Additional knowledge on the value of ILM communication, connectivity to practitioners.”

- Delamine Andrew-Williams

“Overall participation in the ILM. It deepened my perception by providing new knowledge, insights and perspective and interconnected nature of landscape and the need for collaboration and integrated approach to the management.”

- Timothy Lawton

“The summit helped deepen my perception of ILM, especially the need to build adaptive management into ILM projects and the inclusion of exit strategies into the projects from the start.”

- Samuel Adeyanju

“Insights at the role of power in ILM can help present power asymmetries in a more efficient way. I was also stricken by the commonalities of the challenges ILM face across geographies.” - Claude Garcia

“Very much, in particular, engaging relevant expertise to come and give work irrelevant to my conservation expertise like agro-biodiversity in the ILM project.”

- Sivilay Duangdala

“It allowed me to better see the common strengths and struggles within the apparent diversity of the projects and approaches to ILM.” - José Luís Monteiro

“This summit enforces my conviction that ILM is crucial to reach conservation’s goals.” - Sophie Yaogo

“My perception of ILM was deepened through working towards a shared understanding of the concept with other participants.”

- Debbie Pierce

“I didn’t realize this concept was so new to many of the groups. It made me realize it is important to build in a lot of opportunities for knowledge sharing, reflection and assessment both internally and with landscape stakeholders.” - Alida O’Connor



PARTICIPANTS' FEEDBACK

What was your biggest learning or insight from the Summit?

"Getting a baseline understanding of a landscape (power dynamics, conflicting policies, stakeholder mapping) is critical. I got the impression this is dominating the time and resources in a lot of landscapes, or if it wasn't understood well initially, became a bottleneck later on. ILM is an iterative process, and it was evident teams were motivated to keep trying to figure out this process but time/funding was a constraint."

- Alida O'Connor

"In ILM communication, go for the heart and not the hard data."

- Samuel Adeyanju

"Integrating ILM into planning involves considering the broader environmental, social and economic context of a given area when making planning decisions."

- Timothy Lawton



"We are all tasked with the responsibility of finding the balance between conservation and development as we carry out ILM interventions."

- Ivy Okutoyi

"That we are on the right track in our field work (not only within this project, but in our general approach to community development and conservation work), and at the same time we still have a huge margin for progression. So all extra efforts that we can put into this work are worth it in the long run."

- José Luís Monteiro

"It is a series of situations that you can put into practice in the project I manage, I like the examples given by other projects or the community forestry project visited."

- Juan Pablo Suazo Euce

"We are not alone."

- Javier Jiménez

"ILM communications and multi-stakeholder engagement in ILM as I will use these for my engagement with non-traditional partners."

- Manoly Sisavanhda

"Integration includes people. To communicate from the heart. To think and feel. ILM is not restricted to one project but is a process to be adopted across other projects that we undertake as well."

"I learnt to own my power."

- Shivan Kumar Bhogun

"The importance of adaptation and communication in this work."

- Debbie Pierce

"Visiting Lari Escarpment where I learned the ILM project linked to community and community is centered for ILM success; conservation vs development, conservation activities versus development activities."

- Sivilay Duangdala

"The vision and objectives of LFF program."

- Sophie Yaogo

"I realized how much the methods and concepts I have refined can help the project partners."

- Claude Garcia