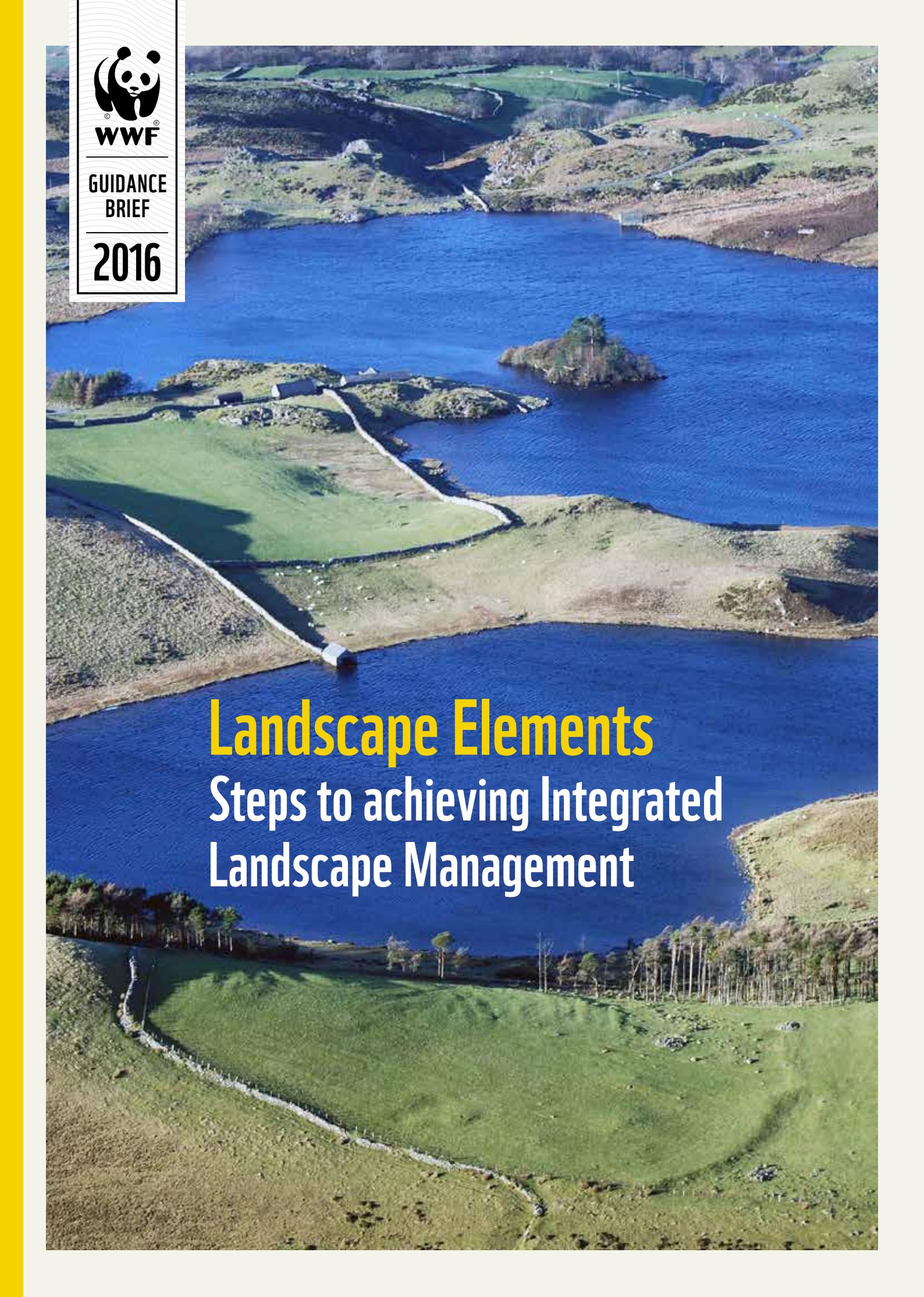




WWF

GUIDANCE
BRIEF

2016

An aerial photograph of a large, deep blue reservoir in a rural landscape. The reservoir is surrounded by green fields, stone walls, and some buildings. A small island with a few trees is visible in the middle of the reservoir. The sky is clear and blue.

Landscape Elements

Steps to achieving Integrated Landscape Management

WWF is one of the world's leading nature conservation organizations with over 5 million supporters and a global network active in more than 100 countries. WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption.

This document is a public summary of an internal report on the WWF elements for integrated landscape management.

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INTRODUCTION

WWF has advocated landscape approaches to conservation and sustainable development for decades. These approaches seek to integrate conservation, sustainable use and where necessary restoration across a whole landscape mosaic to sustain biodiversity and ecosystem services, whilst ensuring room for subsistence and commercial activities.

In 2015, WWF and partners (Global Canopy Programme, EcoAgriculture Partners, IDH The Sustainable Trade Initiative and The Nature Conservancy) published *The Little Sustainable Landscapes Book*, which laid out the case for organizations across a range of sectors to focus on integrated landscape management. The *Little Book* authors identified five essential elements needed to achieve sustainable landscapes under varied conditions in different places. It also introduces three important “catalysts” – good governance, market access and sustainable finance - that enable integrated landscape management.

WWF’s Landscapes Working Group have now taken this work a step further with indicators for measuring progress under each Element and identifying some tools available to help put ideas into action. “Tools” is used here to include methodologies, processes, software programmes or guidelines that have or deserve common use in conservation or sustainable development. This paper summarizes the five elements and three catalysts as well as these tools and indicators. It is principally written as a primer for WWF colleagues on how to apply landscape approaches.

There are over 80 definitions of integrated landscape management. As a result of collaborative research by 15 organisations for the book, the following definitions have been proposed.

Landscape: *A socio-ecological system that consists of natural and/or human-modified ecosystems, and which is influenced by distinct ecological, historical, economic and socio-cultural processes and activities*

Landscape approach: *A conceptual framework whereby stakeholders in a landscape aim to reconcile competing social, economic and environmental objectives*

Integrated landscape management: *A way of managing the landscape that involves collaboration among multiple stakeholders, with the purpose of achieving sustainable landscapes*

Sustainable landscape: *A sustainable landscape helps to meet the principles of sustainable development as defined in the UN Sustainable Development Goals. These are landscapes that can meet the needs of the present, without compromising options for future generations.*

For WWF, particularly important components of a sustainable landscape are the biodiversity and ecosystem services that it supports and which cannot be replaced once lost. WWF developed its insights into landscape approaches over twenty years and from multiple entry points, such as biological corridors, plantation landscapes, catchment management and landscape REDD+ programmes. WWF has run many landscape activities across forest, freshwater and coastal marine ecosystems (also termed “seascapes”).

WWF’s role in these programmes can vary dramatically depending on the circumstances and may include being a facilitator (under request by government or other stakeholders), a participant in the process (in the role of advisor or advocate); and/or a critic or watchdog.

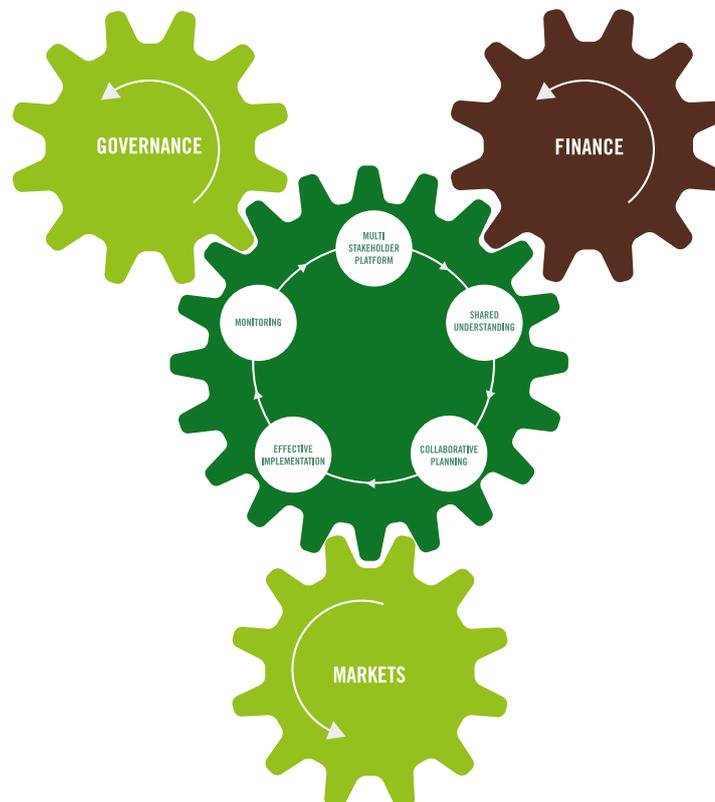
THE 5 LANDSCAPE ELEMENTS AND 3 CATALYSTS INTRODUCED

The Little Sustainable Landscapes Book identified five key elements or steps in achieving integrated landscape management:

1. Interested stakeholders come together for cooperative dialogue and action in a **multi-stakeholder platform**.
2. They undertake a systematic process to exchange information and discuss perspectives to achieve a **shared understanding of the landscape** conditions, challenges and opportunities.
3. This enables **collaborative planning** to develop an agreed action plan.
4. Stakeholders then **implement the plan**, with attention to maintaining collaborative commitments.
5. Stakeholders also undertake **monitoring for adaptive management** and accountability, which feeds into subsequent rounds of dialogue, knowledge exchange and the design of new collaborative action

Success is catalysed by good **governance** and access to adequate and sustainable **finance** and **markets**

Each of these is discussed in more detail below. While the order given is the natural sequence for a landscape approach, it is sometimes necessary and possible to proceed in a slightly different order.



Element 1: Establishing a multi-stakeholder platform

Engage all key stakeholders in a participatory process to discuss, design, manage and monitor landscape action.

Landscapes contain many people with different interests, and distant stakeholders located far from the landscape can also have legitimate interests in the landscape. Stakeholders' views will not always coincide; conservation, resource extraction, recreation, industry, cultural values and belief systems may need different management and can be in conflict. Sustainable landscape approaches proceed through cycles of negotiation and trade-off; it is unlikely that any one stakeholder group will get everything they want and compromise is usually essential. Establishing exchange and communication between the landscape actors is critical.

Main steps include (1) identifying the various interest groups involved (*stakeholder mapping*) and (2) finding ways in which they can meet and interact in neutral territory (*a landscape stakeholder platform*).

Indicator 1: Stakeholder mapping completed

Tools: Various tools exist for stakeholder and institutional mapping; most are best used with a trained facilitator and also someone who knows the landscape well. It is important to identify all stakeholder groups and find out how they interact. Who holds the most power? What are their visions? Which groups are likely to be at a disadvantage in discussions? How do gender, cultural, religious and racial differences play out? What are the access and tenure issues? Examples of tools include:

- Tools to identify stakeholder groups e.g. [Stakeholder Analysis](#) (WWF)
- Tools to understand power relationships in stakeholder groups including distinguishing those with a legal mandate e.g., [Who Counts Most?](#), [Where the Power Lies](#) (CIFOR)

Indicator 2: Landscape stakeholder platform established

Tools: Although there is a great deal of experience in setting up stakeholder platforms, most have been applied at the level of a village or small community and there is less knowledge about achieving stakeholder representation on a larger scale. Trained facilitators can help. Examples of tools include:

- The [CSO capacity assessment tool](#) (UNDP & Sida)
- Stakeholder meetings and roundtables e.g. [Multi Stakeholder Decision Making](#) (UNDP), [A Guide to Multi Stakeholder Work](#) (The Water Dialogues).
- Multi-stakeholder Initiatives (MSIs)

The extent to which particular stakeholder groups can be involved in decision-making varies with national and local politics; it is important to operate within these boundaries and not make promises about participation and decision-making that are impossible to keep. In many cases, the ideal will be for stakeholder platforms to be convened by or with the relevant government departments or research institutes, so that collective decisions have a governance basis for implementation.

Element 2: Building shared understanding

Share understanding amongst stakeholders of issues and drivers, spatial relationships: key is a shared recognition of the motivations of all key stakeholders.

Everyone needs to start with access to the same information required to spark dialogue and exchange of ideas and eventually to make informed choices about the mixture of management approaches that create a sustainable landscape. There are two key steps: (1) assessing the *natural and social capital* in the landscape, and (2) identifying longer term trends and root causes of any problems (*land use changes and drivers analysis*). Along with data on natural resources, information is needed on stakeholder perspectives, socio-economic incentives for action and institutional and policy context.

Indicator 3: Natural / Social Capital assessed

Tools: A wide variety of approaches exist. The first stage is to agree the boundary of the landscape, which can itself be quite difficult, and then identify the variety of natural and social capital found therein, values (in monetary or other terms), location and access. Working within existing planning boundaries makes data collection and subsequent planning negotiations much easier, but can be problematic if they make no ecological sense (e.g. cut across a water catchment). If the boundaries chosen do not match existing planning boundaries the reasons need to be explicit and additional costs recognised. Tools include:

- Landscape boundary setting – simply agreeing on the landscape extent
- Strategic Environmental and Social Assessment
- Land tenure and access rights assessment including use of Free Prior and Informed Consent
- Value and supply chains analysis
- Social assessment – e.g., Participatory Rural Appraisal
- Priority setting tools such as Key Biodiversity Areas and Population and Habitat Viability Analysis
- Systematic conservation planning
- GIS mapping and participatory mapping including community resource mapping
- Spatial ecosystem services mapping tools (e.g. InVEST, Natural Capital, TESSA, PA-BAT, Footprint)

Indicator 4: Land use change and drivers analysis completed to understand longer term trends and root causes of problems

Tools: Natural or social capital is seldom static; before planning a future set of landscape management options it is important to understand key trends and possible futures: are forests shrinking or growing? How many km of roads are planned? What is the rate of landscape change? How will wild species impact on humans?

- Drivers trend analysis
- Vulnerability analysis (Care) and other climate tools
- Land use and land use change analysis (e.g. with GLOBIOM, GIS, remote sensing)
- Water Risk Filter (WWF, KFW)
- Water Evaluation and Planning System (WEAP)
- Scenario development tools (e.g. InVEST, Scenario Generator)

Element 3: Collaborative planning

Shared multifunctional objectives are agreed among stakeholders and a collaborative action plan prepared. Spatial relations of activities is agreed to maximise social, economic and environmental benefits.

Understanding the biophysical and social environment, and motivations of stakeholders, provides a strong basis for planning. There are three steps: (1) agreeing a landscape vision between stakeholders, (2) creating integrated spatial planning on how to achieve the vision, (3) completing detailed action plans for the work.

Indicator 5: Landscape Vision completed

Tools: This stage involves identifying what mosaic of management approaches is best for achieving a sustainable landscape: i.e. a mixture of protected areas, sustainable use areas, ecosystem services, intensive production areas etc. Each stakeholder will have their own opinions and priorities and effective facilitation is essential. WWF should enter this stage with a clear idea of conservation priorities. The most suitable tools depend on circumstances, resources and time, including:

- Agreed and well-articulated theory of change including results chains
- Visioning; participatory visualization workshops
- Conservation planning tools (Miradi, Conservation Measures Partnership Open Standards)
- Scenario development tools (see Element 2)
- Linked Indicators for Vital Ecosystem Services (WWF)

Indicator 6: Integrated Spatial Planning

Tools: Once the vision and interventions are agreed, more negotiation will be needed to decide what goes where in the landscape; with smart spatial planning and zoning to ensure connectivity and thus viability of biodiversity. Tools include:

- Community land use mapping and GIS (community map making,)
- Conservation prioritisation tools such as Key Biodiversity Areas (see Element 2)
- Landscape zoning (Commonland 3 Zones)
- Facilitated multi-sector spatial planning
- Satellite collaring and other methodologies to understand species movements
- Human-wildlife conflict guidelines (WWF, IUCN and others)

Indicator 7: Agreed action plan shared

Tools: Once stakeholders agree management strategies, these should be formalised into detailed goals, objectives and plans, including priorities, roles and responsibilities. Plans will usually sit within an administrative and legal process; ideally the government will be a stakeholder. Tools include:

- Results chains and log-frames
- Detailed activity descriptions and budget
- Identification of risks and mitigation activities
- Conservation Measures Partnership Open Standards
- Protected area management plans and WCPA best practice guidelines
- Design of REDD+ strategies and programmes

Element 4: Effective implementation

Ensure plans get carried out effectively and on time, adapting as necessary by drawing on lessons learned.

Many well-meaning projects fail because no-one has thought through implementation; all the effort goes into producing a wonderful plan and there is never enough time, resources or skills to carry it through. Programmes at a landscape scale are also necessarily long-term and need to be secured as much as possible from changes in government, donor, corporate or NGO policy to ensure sustainability. This has often not been the case in practice. *Carrying out the work plan* therefore needs to be carefully and realistically planned, rigorously followed through and carefully monitored (see element 5). Long-term programmes need to respond when stakeholders deviate from the agreed vision – for example if a corporation has a change of CEO to someone less interested in environmental issues – and often needs to react to unforeseen events or illegal activities that threaten the overall programme.

Indicator 8: Action plans carried out to plan and schedule

Tools and approaches: Implementing a sustainable landscape plan will involve multiple approaches including protected area designation and management, sustainable approaches to farming and forestry, and so on. Strong leadership is needed. It is important to focus first on “quick wins”: prioritising actions that can deliver a rapid result so that stakeholders are reassured that things are happening. Implementation needs a sufficient and well-managed budget. Good communication materials are important to make sure that all relevant people know what is happening; for instance if there are inevitable delays it is better that these are explained. Convening regular and well-facilitated meetings is also important in this regard. Tools include:

- [Protected area best practice guidelines](#) (IUCN)
- [Human-wildlife conflict guidelines](#) (WWF, IUCN and others)

Element 5: Monitoring for adaptive management and accountability

Monitor, evaluate and learn for adaptive management

Research shows that a good monitoring programme is one of the strongest indicators of project/programme success; yet monitoring is often under-valued, under-resourced and dropped altogether when finances are low. Monitoring is important because it keeps momentum going – everyone can see when progress is being made – and crucially helps to identify when things are not working and changes in approach are needed. Monitoring is an art as well as a science: experience is needed to select the best indicators, which will provide maximum information on trends without costing unreasonable amounts of time and money. Expect monitoring budgets to be about 5-10 per cent of the overall budget. Approaches to monitoring should be agreed in the planning stage and budgets agreed between partners.

Indicator 9: Impact indicators, baselines and monitoring in place

Tools: Monitoring needs to include both checking whether all the actions in the plan have been completed to time (outputs) and, more importantly but also more challenging, if the plans have resulted in a truly sustainable landscape (outcomes). Monitoring outputs means taking a regular check of the log-frame and adjusting timing if necessary. Outcomes are more complicated; there are tools for measuring certain aspects (forest cover, socio-economic status, species trends, water quality) and a few tools that take an overall landscape perspective:

- Long term target setting
- Geo-referencing of activities in the landscape ([GLOBIL](#))
- Baseline/benchmark setting
- [REDD+ Reference Emission Levels \(REL\) and Monitoring Reporting and Verification \(MRV\)](#)
- Community monitoring of socio-economic conditions etc
- GIS / remote sensing
- Social surveys
- [Landscape Measures Scorecard \(EcoAgriculture Partners\)](#)
- [Landscape Outcome Assessment Methodology \(LOAM\)](#)
- [WCPA Protected Area Management Effectiveness](#) technical guidance and associated tools

Indicator 10: Learning, communication and adaptive management in place

Tools: Complicated processes at landscape scale will never work perfectly first time; unforeseen events happen, conditions change and sometimes ideas just don't work out. Successful approaches recognise the impossibility of utopia and do the best they can, learning and adapting as they go. In a stakeholder driven approach, it is particularly important to ensure that all relevant people are aware of any changes in management and know why these have been made, through tools like.

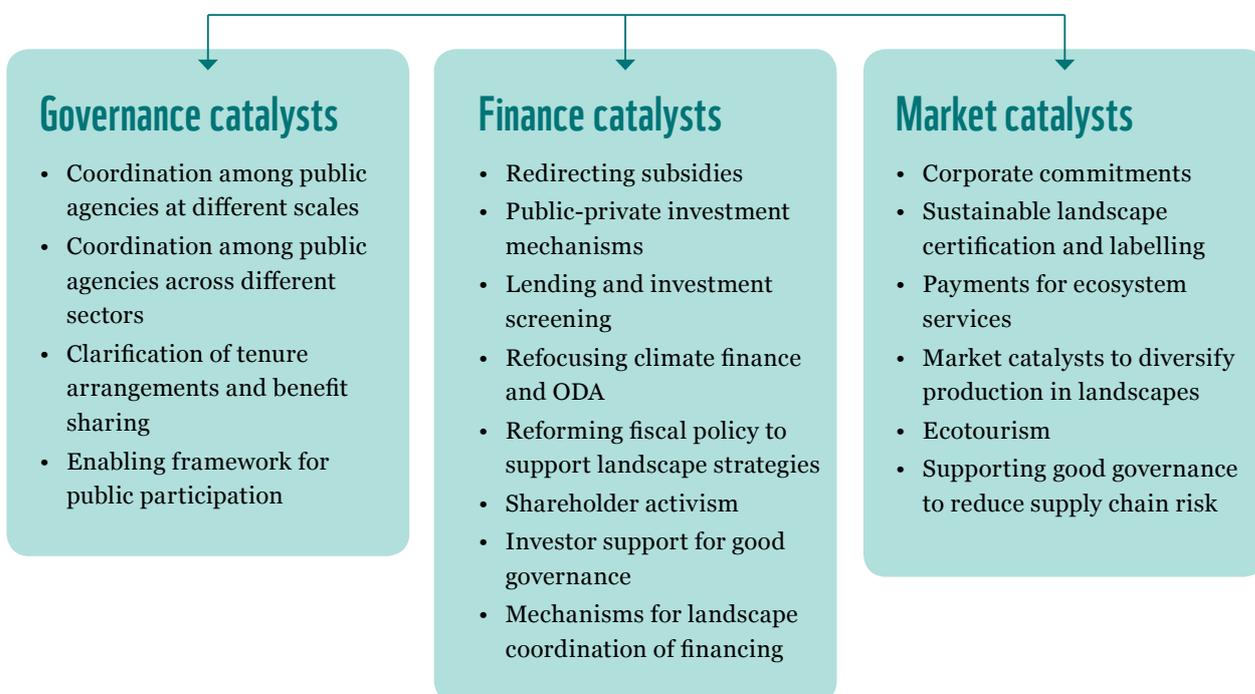
- Analysis, reflection, review and evaluation processes
- Stakeholder engagement processes
- Feedback processes
- Learning platforms

THREE CATALYSTS: SHAPING THE CONTEXT

Influence the governance, market and financial environments that impact on the landscape so they support the agreed landscape goals.

Even the best planned and managed landscape programmes can be derailed by external forces such as negative policy, perverse financing and market demand for unsustainable products. Landscape managers and stakeholders need to review the governance, finance and market context in which the landscape operates to identify and act on any possible threats.

THREE ESSENTIAL GROUPS OF CATALYSTS - ACTION NEEDED



Indicator 11: Policy analysis undertaken and priorities acted upon

Tools: It is important to understand what policies are in place, and to distinguish those that play a positive or a negative role in (1) developing sustainable landscapes, and (2) tracking implementation. Mapping the policy framework should start at element 1. Tracking can be done directly by the project/programme or by using existing monitoring systems run by governments and NGOs, such as:

- Policies to support participation, social and environmental safeguards, decentralisation, Free Prior and Informed Consent (FPIC) etc.
- Identification of policies blocking collaboration, perverse incentives etc.
- Tracking of policy implementation (e.g. Global Forest Watch fires, Moabi, Eyes on the Forest)
- WWF Policy Enabling Environment Assessment Tool for Responsible Forestry and Trade

Indicator 12: Action plan to mobilise financing from multiple sources for sustainable management including conservation and ecosystem restoration and to remove perverse incentives

Tools: a series of guidelines and best practices exist in industry, which can provide a means of influencing financing towards sustainability and tracking corporate actions against commitments:

- Applying sustainability principles in finance (e.g. Equator Principles for banks)
- Landscape investment screening
- Landscape funds e.g. Carbon Fund, BioCarbon Fund, Land Neutrality Degradation Fund, etc
- Subsidised lines of credit / coordination of sustainable financing Payment for Environmental Services (PES) programmes including REDD+

Indicator 13 Action plan to ensure credibly certified sustainable production in the landscape

Tools: Numerous tools exist for monitoring and verifying sustainable approaches, including tools to trace legality, voluntary certification schemes and schemes to pay for ecosystem services. Achieving all the steps implies that integrated landscape management is taking place. Where these are in place they also provide additional data for monitoring schemes (element 5 above). Tools include:

- Landscape certification e.g. Verified Carbon Standard (VCS), Gold Standard
- Sustainability certification and traceability (e.g., FSC)
- Chief liquidity series to manage water risk (UNEP)
- Water Scarcity and risks for businesses (WWF, Lloyds of London)
- Best management practices for plantations
- Sector-specific certification schemes (organic agriculture, sustainable forest management)



	<p>Why we are here To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.</p> <p>panda.org/lpr</p>
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