

THE GEF SMALL GRANTS PROGRAMME
TECHNICAL GUIDANCE NOTE
The Landscape/Seascape Approach in OP6

INTRODUCTION

During Operational Phase OP6 (2015 – 2018) a major strategic priority for SGP will be to develop the landscape/seascape approach in the majority of country programmes where it is operating. Implementing the OP6 landscape/seascape approach will allow SGP to better focus grant-making and promote strategic programming and clustering of small grant projects, with the aim of achieving landscape-scale impacts. Within the selected landscape(s)/seascape(s) in each country SGP will focus on supporting and coordinating concrete actions at the grassroots level by providing small-scale finance for local community-led projects within given priority landscapes. SGP will also review, analyze, and codify results of these on-the-ground actions to distill and disseminate lessons that can be used for replication within the country and in other parts of the world.

Depending on the size and context of countries, as well as available funding for grant-making, SGP country programmes may select one or more target landscapes/seascapes within which community projects will be supported. Reflecting the importance of the landscape/seascape approach in the SGP OP6 implementation strategy, the ratio for grant allocations (Core and STAR) will be 70:30. This means that 70% of resources should be dedicated to one or more selected landscapes/seascapes, and up to 30% may be used for cross-cutting projects outside of the selected landscapes/seascapes. As part of the planned move toward the landscape/seascape approach, seven strategic initiatives will guide SGP grant-making in OP6 (see Table 2 in the *Country Programme Strategy* template).

This Technical Guidance note is intended to serve as a reference for National Coordinators to aid in preparing Country Programme Strategies (CPS) for OP6.¹ The note provides an introduction to the landscape/seascape approach and related planning frameworks, conceptual models and indicators. It briefly reviews relevant experience from initiatives already in the SGP portfolio, and directs the reader to resource materials that will be useful in understanding and tailoring the landscape/seascape approach to a given country. These include several recent publications (see Annex 3) as well as internal documents, including an overview power-point presentation that has been made available to National Coordinators in July 2015.

OBJECTIVES

The aim of mainstreaming the landscape/seascape approach within SGP is to achieve greater impact and lead to synergies and opportunities for scaling up.

¹ In particular Section 3.2 of the CPS, which focuses on landscape/seascape-based grant-making strategies

During OP6 SGP has the following objective: *“to support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action”*. As stated in the OP6 project document, SGP will *“identify important ecosystems and use a landscape-and-seascape approach for their protection and sustainable use, implementing a multi-focal approach involving communities in buffer zones and corridors thus providing connectivity for complex landscape mosaics.”*

The landscape/seascape approach is aligned with GEF priorities for OP6 that include: integrating GEF focal areas, breaking down silos, and linking biodiversity conservation with sustainable development and social concerns. The SGP will be expected to play a central role in assisting civil society coalitions and governments in meeting the CBD Aichi targets for biodiversity conservation, in keeping with the [GEF- 6 Biodiversity Strategy](#) to address the most critical drivers of biodiversity loss across entire landscapes and seascapes.

The CPS template spells out several strategic initiatives related to community landscape/seascape conservation, as illustrated in Annex 1.

STRATEGIC APPROACH

Rationale

Adopting this approach across its country programmes builds on SGP’s long experience with landscape/seascape initiatives, and presents an opportunity to adapt models that SGP has tested and refined in diverse regions and settings, including terrestrial as well as marine/aquatic biomes. In the face of critical shifts in the funding context (i.e. diversified funding base for the SGP), the programme must be more increasingly strategic and focused. Taking a landscape/seascape approach will assist the SGP to enhance cost efficiencies and leverage new funding partnerships for selected landscapes/seascapes. It presents an opportunity to explore new strategic approaches during OP6, which can help guide SGP’s current and future work. Lessons learned from SGP’s experience to-date with the landscape/seascape initiatives have shown the value of harnessing the power of synergy.

Among the benefits of taking a landscape/seascape approach are the following:

- **Ecological outcomes:** working at landscape-scale encompasses ecosystems whereas a single community typically does not;
- **Enhanced impact:** by clustering projects, and building stronger linkages among them, SGP can expand its impact;
- **Practicality:** more cost-efficient, providing a common baseline assessment for OP6 CPS development, and projects are close together for follow up making M&E easier;
- **Long-term potential:** more sustainable in the future and well suited to mainstreaming, scaling up and replication.

Further, the participatory nature of planning, management and monitoring that is intrinsic to the landscape/seascape approach helps to build community capacity and social capital. Examples of these kinds of benefits include:

- Enhancing people's feeling of belonging to the place and fostering a sense of ownership and responsibility;
- Enhancing the [diversity, quality and vitality of governance](#) leading to better social and conservation outcomes; and
- Strengthening institutional capacity for stewardship at community-and landscape-levels;
- Strengthening the recognition of [indigenous peoples territories and community conserved areas](#), in line with the CBD Aichi targets; and
- Building [the resilience of communities](#) in the face of global change.

Description

The landscape/seascape approach is an integrated way of working at scale, linking biodiversity conservation, sustainable livelihoods, food sovereignty and resilience. As exemplified by the UNFCCC deliberations as part of the '[Global Landscapes Forum](#)', community-based work at landscape level can be a highly effective way of meeting development needs and conservation goals simultaneously. [Taking a landscape approach](#) is based on supporting indigenous and local communities in their stewardship of the landscape/seascape, and working with a broad array of stakeholders across a mosaic of land uses. SGP's implementation of this approach will be based on linking small grants with capacity-building activities, exchanges and nurturing a network at landscape-level, while forging new funding partnerships.

Across the different SGP initiatives, the landscape/seascape approach is characterized by participatory planning from the outset, adaptive management throughout, and the thoughtful use of indicators. Through its experience over the past decade with landscape/seascape initiatives, SGP has piloted and refined a series of planning frameworks. These [planning frameworks](#) can be used to help guide the strategic grant-giving programme in the landscape/seascape, while providing the basis for future monitoring and evaluation. They are:

- **Baseline assessment:** providing a 'snapshot' of the site in order to analyze emerging trends, and serving as a basis for future monitoring and evaluation;
- **Conceptual model:** a diagrammatic tool documenting site-level processes, threats and opportunities believed to impact biodiversity conservation in the area; and
- **Site strategy:** providing an important framework for the allocation of resources; implementation of grants and other activities, and assessment of results.

These planning frameworks are described in detail in publications on SGP initiatives on [COMPACT](#) and [COMDEKS](#). Along with the steps spelled out in the planning frameworks, other key steps in the process are to:

- **Identify indicators:** to monitor and track progress toward desired outcomes and guide adaptive management; and

- **Establish a Local Consultative Body:** a multi-stakeholder local advisory body for the selected landscape/seascape.

A number of important considerations have been identified as SGP mainstreams the landscape/seascape approach in its target countries. Many of these points are discussed in more detail in other internal documents (see for example *Frequently Asked Questions – OP6 CPS Development Process*). They include:

1. How does one gauge the **right scale** of a landscape/seascape for intervention?
2. How **does one choose** the target landscape(s)/seascape(s) from among different candidate areas?
3. How much can one do with **limited funding**? How do the “Grantmaker +” strategy and related efforts at resource mobilization relate to the target landscape/seascape?
4. How does one identify and choose **non-landscape/seascape-focused grant projects**?
5. How can the SGP country programme justify the CPS focus with other parts of the country that will not be reached?

In each country it will be important for the NSC to use a thoughtful and transparent process to select the OP6 priority landscape/seascape. A first step in the process is to assemble information including national plans and strategies, maps, and SGP documents (e.g., [International Waters](#) and related Transboundary Diagnostic Analysis, or TDA, documents) as well as studies done by other organizations (e.g., [WWF eco-regions](#), and [the biodiversity hotspots identified by Conservation International](#) and by the [Critical Ecosystem Partnership Fund](#)). The NSC must also delineate the boundaries of the landscape/seascape according to key ecological and operational criteria. It will need to decide on the best “niche” for small grants. Criteria and priorities for selection of the landscape(s)/seascape(s) will include:

- ✓ Alignment with national priorities (SAP, NBSAP, NAP, NAPA)
- ✓ Global significance of the landscape/seascape
- ✓ Level of community interest and extent to which communities are organized
- ✓ Institutional capacity within the landscape/seascape (NGOs, CBOs, traditional organizations) and extent of current cooperation among different actors
- ✓ Potential for triple wins (social, economic, environmental)
- ✓ Alignment/linkages with OP6 strategic initiatives
- ✓ Potential for collaboration with other partners
- ✓ Socio-economic factors (social inclusion) *
- ✓ Potential to build on existing community-level governance systems (such as ICCAs)

There are many questions for the NSC to consider. What can the SGP CPS do with the minimum level of OP6 core grant allocations? Are there other donors with whom to collaborate and co-finance? What is the potential for landscape/seascape linkages in order to combine resources? Further questions include:

- Is there an area where SGP has laid a **strong foundation** (i.e. where it has supported many projects)?
- Is there potential to continue and/or **expand on a previous SGP-led initiative** (i.e. such as under the International Waters, COMPACT or COMDEKS portfolios)?
- Do other large-scale efforts (i.e. Full-Size GEF Projects, and other UNDP projects) provide **possibilities for partnerships** and added resources?
- Is the area a [critical ecological hotspot](#) where there is great need by vulnerable communities/low capacity CSOs?
- What is the situation with regard to the [diversity, quality and vitality of governance](#) in the target land/seascape?
- Is it possible to **combine both the landscape and seascape elements**, for example in a [“ridge-to-reef”](#) (R2R) approach?

Linking Landscape/Seascape Approach to the GEF TDA/SAP Process

The Transboundary Diagnostic Analysis (TDA)/Strategic Action Programme (SAP) approach is a strategic planning tool for the GEF International Waters Projects. The TDA is to identify, quantify and set priorities for environmental problems that are transboundary in nature. In particular, the TDA aims to identify and prioritize the transboundary problems, gather and interpret information on the environmental impacts and socio-economic consequences of each problem, and analyze the immediate, underlying root causes for each problem, and identify specific practices, sources, locations and human activity sectors from which environmental degradation arises or threatens to arise. The TDA is a mechanism to help the participating countries to 'agree on the facts' - many conflicts are driven by perceptions and removing these can be an enormous step in itself. Furthermore, the TDA should be seen as more than just an analysis of data and information. It is a powerful process that can help create confidence among the partners involved.²

The SAP is a negotiated policy document that should be endorsed at the highest level of all relevant sectors of government. It establishes clear priorities for action (for example, policy, legal, institutional reforms, or investments) to resolve the priority transboundary problems identified in the TDA. A key element of the SAP is a well-defined baseline. This enables a clear distinction between actions with purely national benefits and those addressing transboundary concerns with global benefits. Another key element involves the development of institutional mechanisms at the regional and national levels for implementing the SAP and monitoring and evaluation procedures to measure effectiveness of the outcomes of the process.³

The TDA/SAP process corresponds to the baseline analysis and strategy development at the transboundary waterbody level. The unit of analysis and the scale are often larger than what

² GEF IW:LEARN. 2013. The TDA/SAP Manual (<http://iwlearn.net/manuals/tda-sap-methodology/introduction>).

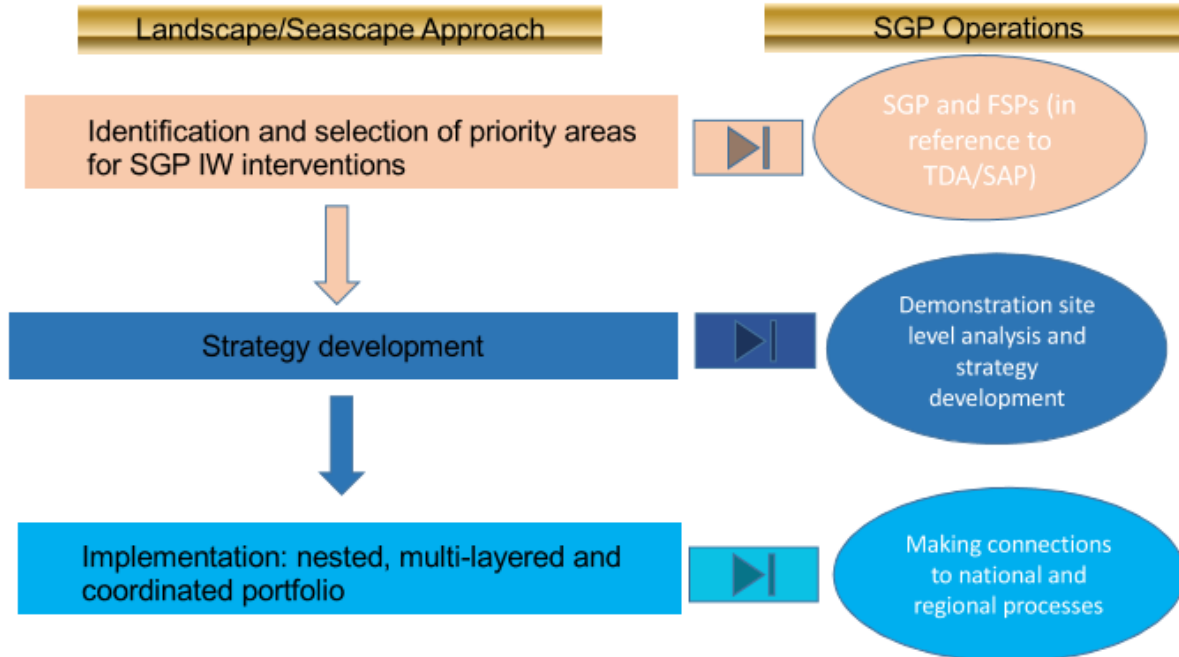
³ Ibid.

SGP funding and capacity can handle alone. However, it should be noted that while GEF's large marine ecosystems work in regional seas can be linked to SGP's seascape approach, the transboundary rivers and lakes basins work can be connected to SGP's landscape approach. Therefore, SGP's international waters work and the implementation of the landscape/seascape approach should be built upon what the GEF international waters TDA/SAP process has achieved in various waterbodies around the world. When developing and implementing landscape/seascape approach, SGP country programs can should undertake the following activities in connection with the GEF's full-sized international waters projects and their work:

- **Identification of targeted landscapes/seascapes and demonstration sites of GEF full-sized projects.** Country programs looking to identify targeted landscapes/seascapes should review past and ongoing projects and activities in transboundary waterbodies, and make special efforts to link SGP work to past and ongoing GEF regional and national activities. To search for large GEF international waters projects, SGP country programs should consult with relevant actors at the national level and seek information on GEF project database (www.thegef.org) and IW:LEARN website (www.iwlearn.net). When identifying certain waterbodies as priorities, it is important to consult with national and regional stakeholders and research TDA/SAP documents to identify local demonstration sites of these projects. The local demonstration sites and adjacent areas can serve as potential targeted areas of SGP interventions.
- **Site-level strategy development.** When identifying relevant activities and strategies to address the root causes of environmental degradation at the site level, it is important for SGP country programs to conduct consultation with Stakeholders and actively link with regional processes. Often TDA/SAP documents provide abundant information and analysis on the key threats and types of activities needed.
- **Contribution to national and regional processes.** SGP project activities developed to implement site level strategies should not be standing alone activities, but provide experiences, lessons and linkages to national and regional processes through full-sized projects management units, national and regional forums and networks. SGP activities should serve as community demonstration projects to national and regional initiatives, and if successful, can then be replicated by other stakeholders at the national and regional levels. SGP National Coordinators, NSC members and grantee partners are therefore encouraged to contribute to and participate in national and regional meetings and policy dialogues when appropriate.

Figure 1 provides the process of SGP implementing landscape/seascape approach while making linkages and connections to the GEF International Waters TDA/SAP processes and SAP implementation work.

Figure 1. SGP's Implementation of Landscape/Seascape Approach in International Waters Context



INDICATIVE ACTIVITIES

- **COMPACT (Community Management of Protected Areas Conservation) 2000 to 2014**
Specific examples include: COMPACT Belize Barrier Reef seascape conservation, Mt Kenya, Sian Ka'an. [A compilation of case-studies on COMPACT](#) highlights this experience from different countries where SGP is working.
- **COMDEKS (Community Development and Knowledge Management for Satoyama Initiative) 2010 to 2015** The main objective of [The COMDEKS initiative](#) is to develop sound biodiversity management and sustainable livelihood activities with local communities in socio-ecological production landscapes to maintain, rebuild, and revitalize landscapes, in accordance with the following five perspectives of the *Satoyama* Initiative. Specific examples include landscape-level work in 20 SGP country programmes, including Ghana, Turkey, and Ethiopia.
- **International Waters: aligning with SAPs and TBDAs** Specific examples include: South China Sea IW model working with SAPs; Communities' contribution to global learning via IW:LEARN; Ecosystem-based multi-focal area IW approach (ref Technical Guidance Note on IW from 2011)
- **Global support to ICCAs for CBD Aichi 2020 targets** With the adoption of the [CBD Aichi 2020 framework](#) in 2010, a paradigm shift is occurring in the manner in which parties and the multilateral system are tackling this problem. In particular, biodiversity

management strategies are increasingly recognizing and building upon the vital role of local communities and indigenous peoples' in voluntarily conserving biodiversity outside of the framework of formal government-recognized PAs. SGP will continue to work closely with the Lifeweb Secretariat hosted by the CBD Secretariat, in support of the [CBD Programme of Work on Protected Areas \(PoWPA\)](#) and expected 2014-2025 work programme identified during the November [2014 IUCN World Parks Congress](#) in Sydney, Australia.

- **Existing SGP CPS land/seascape examples and OP5 Upgrading countries** Specific examples include the territorial planning approached adopted by SGP Ecuador as part of the OP5 Full-Size project using the [ART GOLD methodology](#) line with the National Constitution of the country which seeks to promote well-being and the indigenous concept of *Sumak Kawsay*.

POTENTIAL PARTNERSHIPS

Working at landscape/seascape-level during OP6 will present opportunities to identify new partners with whom to collaborate on various aspects of planning and implementing the CPS. These strategic partnerships might include: (i) leveraging co-financing; implementing capacity-building activities; (ii) conducting exchanges; and (iii) influencing policy at local, national and regional levels. Forging partnerships related to a given landscape/seascape will require acting at different levels and being sensitive to the importance of including diverse stakeholders and institutions – for example, with traditional institutions of governance at community level on the one hand, and with national-level authorities on the other.

Other potential partners include: private foundations, academic institutions, and other projects funded by international donor agencies (e.g. GEF full-sized projects). International NGOs that are also GEF partners can be helpful; for example, organizations like Conservation International and the [Critical Ecosystems Partnership Fund](#) might be tapped to help prepare ecosystem profiles for the target landscape.

OUTCOMES, INDICATORS AND RESULTS MEASUREMENT

Ideally, the site strategy for the target landscape/seascape will be based on a theory of change, in which one visualizes a desired and possible future situation and develops a theory of how it might be achieved. By using the planning frameworks you can move through the steps in developing a theory of change for the landscape/seascape by: (i) analyzing the context of the given site; (ii) exploring assumptions; (iii) framing a hypothesis; and (iv) assessing evidence within a feedback process that continually shapes the approach going forward. In keeping with the principles of adaptive management, SGP country teams will need to:

- *Monitor* how the landscape is progressing toward the desired outcomes (goals), and
- *Adapt* the management strategy to reflect changes in the landscape and in the needs of the people who live there.

In order to monitor and adapt, one must identify appropriate indicators. Through the COMDEKS project SGP and partners have developed a set of [indicators of social and ecological resilience of landscapes/seascapes](#) that have been applied and tested in COMDEKS project sites, where they have been used in participatory assessment workshops as a basis for discussion and scoring. They have proven to be a useful tool for engaging local communities in adaptive management of their landscapes and seascapes. These 20 indicators measure elements of resilience in five areas:

- Landscape/seascape diversity and ecosystem protection
- Biodiversity (including agricultural biodiversity)
- Knowledge and innovation
- Governance and social equity
- Livelihoods and well-being

ANNEX 1. SGP OP6 GLOBAL RESULTS FRAMEWORK

SGP contribution to national priorities / GEF-6 corporate results (excerpted from the SGP OP6 Country Programme Strategy template)

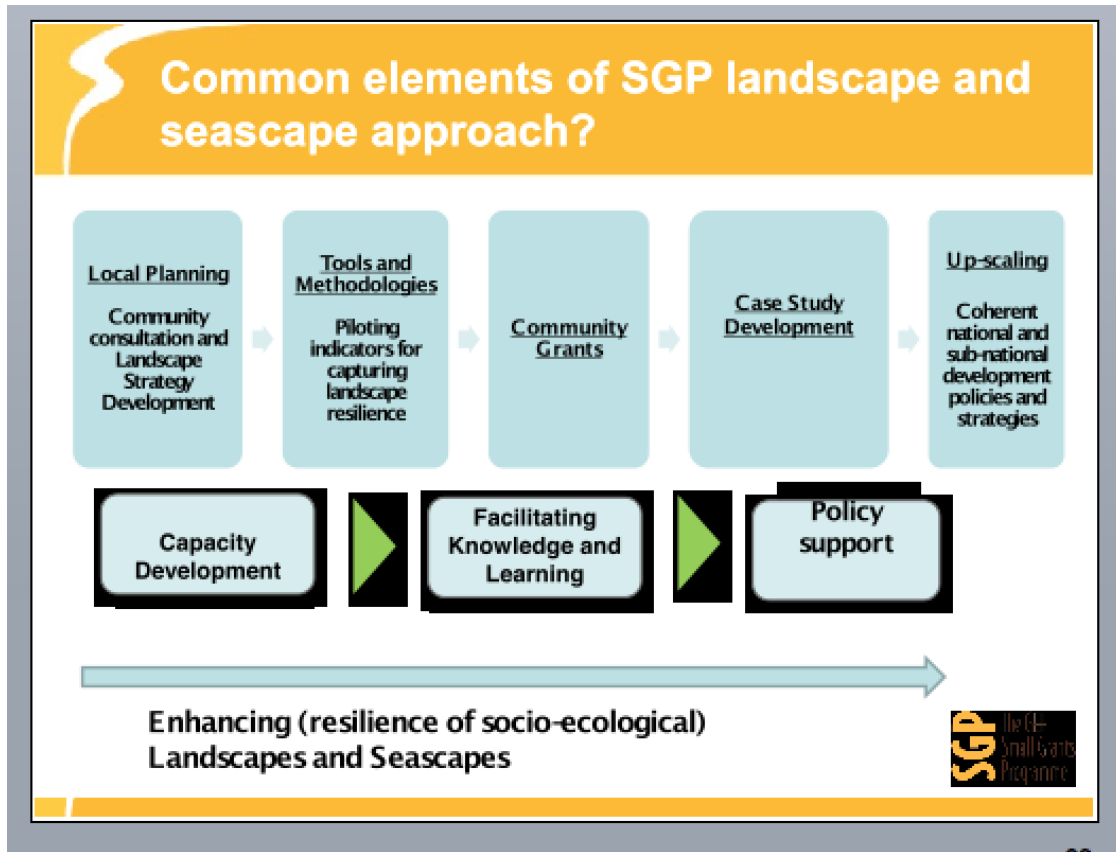
SGP OP6 strategic initiatives	GEF-6 corporate results by focal area	Briefly describe the CPS niche relevant to national priorities/other agencies ⁴	Briefly describe the CPS contribution to UNDP strategic programming
Community landscape/seascape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>		
Innovative climate-smart agro-ecology; Community landscape/seascape conservation	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>		
Community landscape/seascape conservation	<i>Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and</i>		

⁴ Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

	<i>maintenance of ecosystem services</i>		
--	--	--	--

ANNEX 2. ADDITIONAL ILLUSTRATIVE CASE STUDIES AND EXAMPLES

As noted above, SGP has a long history of experience with the landscape/seascape approach through model initiatives including COMDEKS, International Waters and COMPACT. Experience from these models offers helpful examples of how elements of the approach can be implemented. All have common elements.

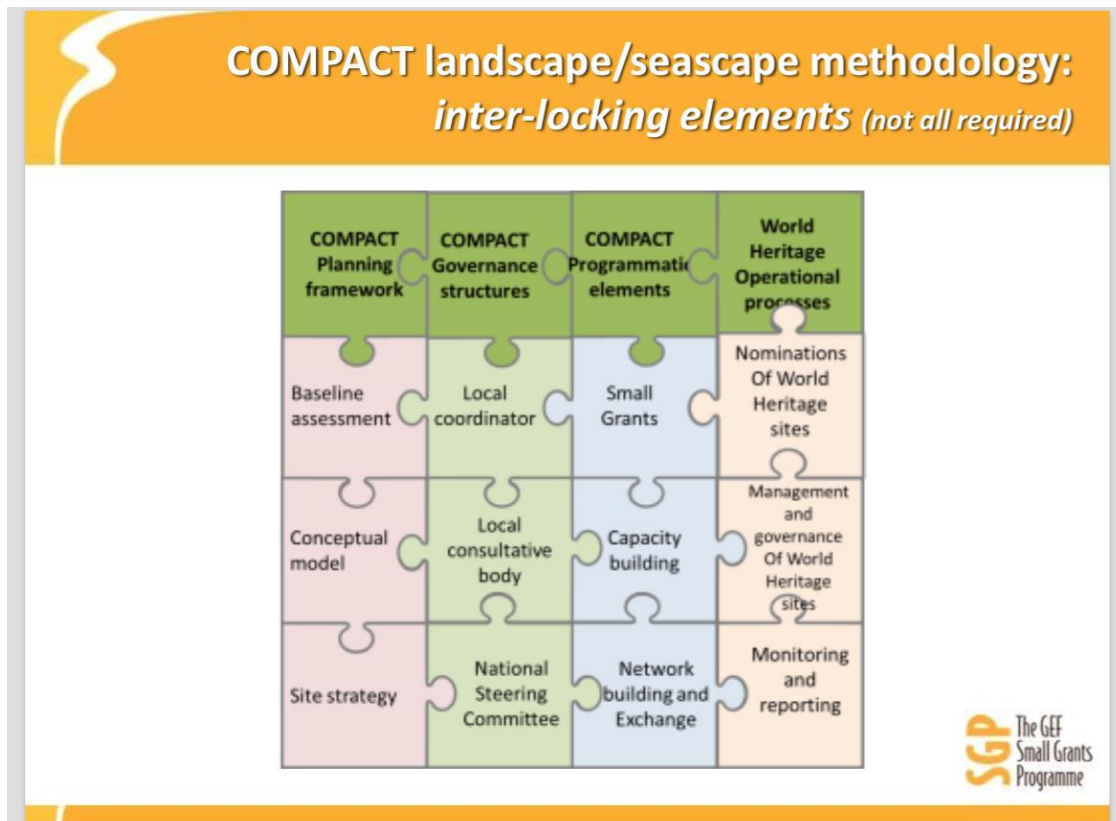


A few examples are listed here, and for more information refer to the resource materials cited in this Technical Guidance Note and bibliography.

Conducting a Baseline Assessment in Belize

When [COMPACT](#) conducted a baseline assessment of the Belize Barrier Reef Reserve System (BBRRS) it gathered information from a variety of sources, including studies of the marine protected areas and the barrier reef system, research reports and management documents, as well as through interviews with key agencies responsible for management of the biodiversity of the BBRRS World Heritage site. A key component of the baseline assessment in Belize was a rapid community assessment exercise, based on the methodology of [Participatory Rural Appraisal](#) (Chambers, 1994), conducted in selected coastal communities to complement the findings of the baseline assessment. Through personal interviews and focus group discussions

the community assessment helped to gauge the level of knowledge within local communities regarding the marine protected areas and the UNESCO World Heritage site (WHS). It also looked at the relationship of the local communities to the biodiversity of the protected areas, including local perceptions of the status of, and threats to, the biodiversity of the protected areas. Through the consultative process of developing the baseline assessment, COMPACT was able to identify key concerns of stakeholders (such as fishers and tourism operators) relating to the Marine Protected Areas within the BBRS seascape.



Developing a strategy for a landscape in Ghana

In Ghana, SGP identified three target landscapes for the [COMDEKS](#) initiative. The Weto landscape, a mountainous area on the border of Togo, was selected based on its diversified natural resource base, its biodiversity values (it has been identified as a [WWF Eco-region](#) and Biodiversity Hotspot) and its management under an array of traditional uses and governance regimes, including sacred groves and [indigenous and community-conserved areas](#) (ICCAs). Working with local partners the COMDEKS team developed a site strategy for the landscape using a baseline assessment and community consultation process. They articulated a ‘Weto Landscape Strategy Vision’ as follows: *“a thriving socio-ecological production landscape where the local communities are actively involved in the sustainable management and utilization of the natural resources for increased production, the restoration of biodiversity, wealth creation and continuous flow of ecosystem services”*. Using participatory mapping techniques they conducted a problem analysis of the landscape and then developed a participatory landscape action plan, identifying indicators.



Aligning work at seascape level with the GEF full-sized projects’ Strategic Action Programmes

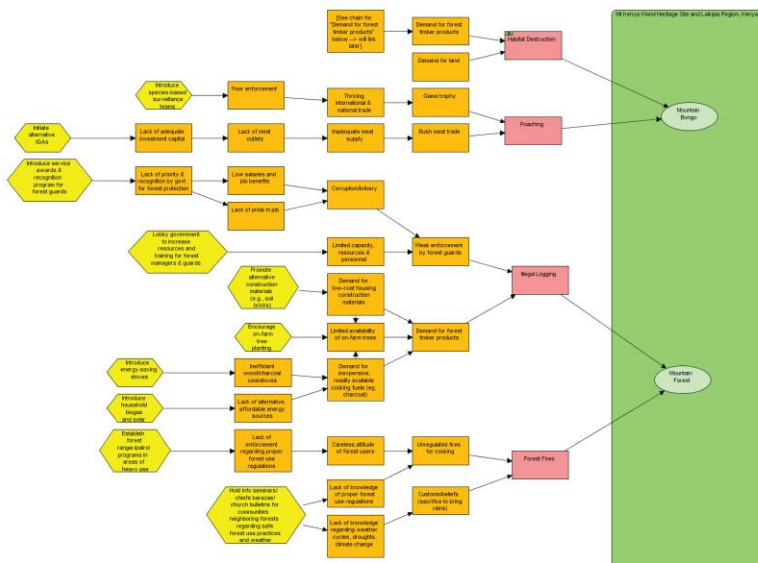
In the case of the [International Waters focal area](#), SGP’s work must be aligned with umbrella frameworks, in particular those of the GEF full-sized projects. Nearly all full-sized GEF International Waters projects have undergone the process of developing a [Transboundary Diagnostic Analysis \(TDA\)](#) and [Strategic Action Programmes \(SAPs\)](#). The TDA, a technical report analyzing and outlining the common regional priority issues in a shared waterbody, provides a sound scientific foundation for governments to prioritize transboundary problems. For example, in the South China Sea, the TDA identified three transboundary issues as priority regional problems: degradation of coastal habitats (mangroves, coral reefs, seagrass, and wetlands); fisheries depletion; and land-based pollution.

Similarly, in the Small Island Developing States (SIDs) the TDAs identified as priority issues: land-based pollution, degradation and loss of critical habitats and unsustainable use of living and non-living resources. Following the identification of regional priority issues and problems, and working through a high-level intergovernmental decision-making body, governments adopt a Strategic Action Programme, spelling out what actions will be undertaken to address these issues. As an action-oriented, political document stating the commitments of governments to protect a shared waterbody, the SAP lays the foundation for cooperation and collective actions at various levels. While full-sized projects tend to focus on *inter-governmental, formal* and

political process, implementation of the SAP requires strong involvement of coastal villages and fishing communities, and needs to take into consideration local communities' needs. Here SGP can play an important role in integrating and coordinating among these levels of action. To assist country programs in developing coordinated portfolios in support of SAP implementation, the focal area has developed [regional guidelines](#) in International Waters programming identifying the priority actions under SAPs that are most appropriate for SGP interventions.

Developing a conceptual model in Mount Kenya

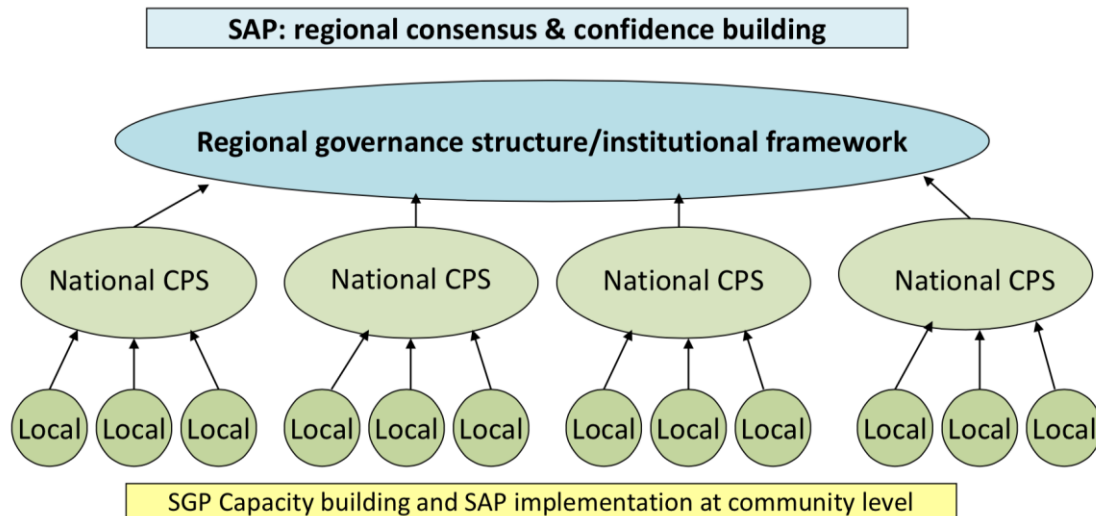
In Kenya, following a global training workshop in the [Open Standards](#) and [Miradi](#) software, COMPACT staff conducted a workshop in these tools for conservation managers and community leaders working in the landscape of the Mount Kenya WHS. Working collaboratively, participants used the tools to identify primary conservation targets and threats to Mount Kenya and the nearby Laikipia landscape. The group mapped strategies and results chains to overcome these threats, with the joint work forming the basis for a conceptual model and work-plan for the area. An example of the results chain they created can be seen below. For more on the [Open Standards](#) and on results chains see Margoluis et al. (2013).



Nested, multi-layered, coordinated governance at landscape/seascape-scale

The [International Waters](#) focal area supports trans-boundary management of water bodies (surface, groundwater and marine systems) and seeks to address sustainable development challenges faced by countries sharing these water bodies through community-based initiatives. Therefore it must make linkages between these local-level institutions and their actions on-the-ground while addressing trans-boundary water issues requiring coordination of activities beyond national boundaries. In order to ensure that SGP achieves “global environmental benefit” in this arena, the International Waters focal areas has emphasized the importance of being *focused, regional and coordinated*. Within nested layers of governance (see below) there must be coordination between SGP’s grant-making and capacity-building at local level, the

Country Programme Strategies at national level, and institutions and frameworks for decision-making at regional level.



Creating a Local Consultative Body in Mexico

Establishing a local advisory body made of stakeholders from the area can be an extremely important first step in developing and implementing the landscape/seascape approach. In the COMPACT model the Local Consultative Body helps to ensure that dialogue, coordination and consensus-building takes place among key stakeholders at the level of the landscape/seascape, and makes recommendations on grant proposals to the SGP National Steering Committee. At Sian Ka'an in Mexico, COMPACT created a *Comité de Selección de COMPACT* (COMPACT Selection Committee) that also provided support functions. The ten members of the committee, including one representative of the SGP National Steering Committee, were responsible for reviewing proposals, deciding which projects would be approved and evaluating projects. At the same time, members of the committee provided technical support to the projects, according to their abilities, and were actively involved in planning exercises and helping to make linkages among clusters of projects.

Promoting collaboration through networking and exchange within the target landscape/seascape

As noted above, the advantage of working at landscape level is the potential to foster synergies among different organizations and actors. Capacity-building workshops on a particular theme are one way to bring together potential partners. Another highly effective method is the use of community-to-community exchanges, either within a country or between neighbouring countries. Community-to-community exchanges provide a means of sharing knowledge, project experience and innovative methods. They can take the form of one-off site visits, as well as ongoing exchange and the development of a functional network, in which visits are

supplemented by creation of an email group and the formation of partnerships to plan project. For example, a COMPACT-supported exchange between fishing communities in Belize and Mexico has resulted in more sustainable lobster fishing practices and improved marine conservation on both sides of the border.

Annex 3. RESOURCES AND PUBLICATIONS

Publications on SGP initiatives based on the landscape/seascape approach include:

Engaging Local Communities in Stewardship of World Heritage: A methodology based on the COMPACT experience. World Heritage Paper #40. UNESCO World Heritage Centre (2015)

<http://whc.unesco.org/en/series/40/>

COMPACT: Engaging Local Communities in the Stewardship of World Heritage. UNDP (2013). https://sgp.undp.org/images/Compact_Report_WEB_flat.pdf

https://sgp.undp.org/index.php?option=com_docman&task=doc_details&gid=337&Itemid=222#.Vdzl1MYqe20

Communities in Action for Landscape Resilience and Sustainability: The COMDEKS Programme <https://comdeksproject.files.wordpress.com/2014/10/communities-in-action-comdeks-web-v2.pdf>

Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes. UNU-IAS, Bioversity International IGES and UNDP (2014)

<https://comdeksproject.files.wordpress.com/2014/11/toolkit-indicators-web.pdf>

Experiences from SGP: Protecting International Waters through Climate-resilient and Community-based Actions. GEF, UNDP, SGP. (2010)

https://sgp.undp.org/index.php?option=com_docman&Itemid=222&limitstart=10#.VdzfncYqe20

Chen, S., Pernetta, J., Duda, A., ***Towards a new paradigm for transboundary water governance: Implementing regional frameworks through local actions***, Ocean and Coastal Management (2012) <http://dx.doi.org/10.1016/j.ocecoaman.2012.10.019>

For general background on protected landscapes/seascapes see these publications from IUCN, which can be downloaded from the following links:

Brown, J., Mitchell, N. and Beresford, M. (eds.). 2005. ***The Protected Landscape Approach: Linking Nature, Culture and Community.***

<https://portals.iucn.org/library/efiles/edocs/2005-006.pdf>

Amend, T., Brown, J., Kothari, A., Phillips, A. and Stolton, S. (Series editors). 2008 – 2012. ***Values of Protected Landscapes and Seascapes***, a series produced by the IUCN World Commission on Protected Areas - Protected Landscapes Specialist Group.

http://www.iucn.org/about/work/programmes/gpap_home/gpap_capacity2/gpap_publications/gpap_landscapespub/

Volume I – Protected Landscapes and Agrobiodiversity Values. Amend, T., Brown, J., Kothari, A., Phillips, A. and Stolton, S (eds.). 2008.

Volume II – Cultural and Spiritual Values of Protected Landscapes. Mallarach, J.M. (ed.) 2008.

Volume III – Protected Landscapes and Wild Biodiversity Values. Dudley, N., and Stolton, S. (eds.). 2012.

Resources on governance include:

Borrini-Feyerabend, G., P. Bueno, T. Hay-Edie, B. Lang, A. Rastogi and T. Sandwith (2014). A primer on governance for protected and conserved areas, Stream on Enhancing Diversity and Quality of Governance, 2014 IUCN World Parks Congress. Gland, Switzerland: IUCN

<http://www.iccaconsortium.org/wp-content/uploads/Primer-on-Governance-for-Protected-and-Conserved-Areas.pdf>

For information on ecoregions and biodiversity hotspots see:

Terrestrial Ecoregions of the World (publication on WWF's global Ecoregion's initiative)
<http://www.worldwildlife.org/publications/terrestrial-ecoregions-of-the-world>

Critical Ecosystems Partnership Fund at <http://www.cepf.net/resources/hotspots/>

Practitioners' Network for Large Landscape Conservation <http://largelandscapenetwork.org>

Resource materials on agricultural landscapes include the following:

Eco-agriculture Partners has produced many useful resource materials that can be downloaded for free from the following link:

<http://www.ecoagriculture.org/publications.php>. Titles include:

A Landscape Perspective on Monitoring & Evaluation for Sustainable Land Management

Spatial Planning and Monitoring of Landscape Interventions: Maps to Link People with their Landscapes

Climate-Smart Landscapes

Ten principles for a landscape approach to reconciling agriculture, conservation, and other competing land uses

Financing Strategies for Integrated Landscape Investment

Information on the FAO's **Globally Important Agricultural Heritage Systems** (FAO GIAHS) can be found at: <http://www.fao.org/giahs/>

Publications on adaptive management include:

Salafsky, N., Margoluis, R. and Redford, K. 2001. *Adaptive Management: A Tool for Conservation Practitioners*. Washington DC, Biodiversity Support Program.
<http://www.fosonline.org/resources>

Margolius, R. A. and Salafsky, N. 1998. *Measures of Success: Designing, Managing, and Monitoring Conservation and Development Projects*. Washington DC, Island Press.