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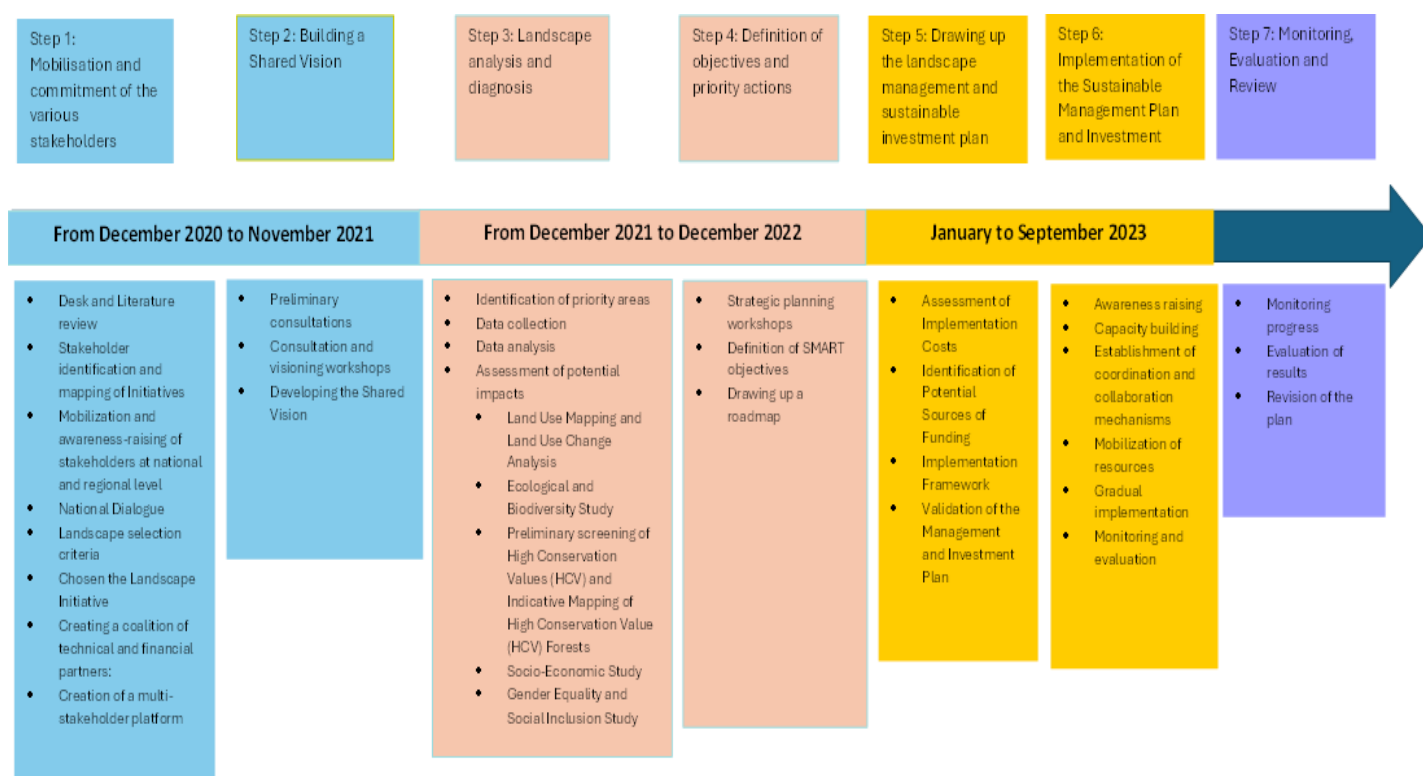
Implementation of a Regional Landscape Approach and Sustainable Management Plan: the case of the San Pedro Landscape

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Introduction

Drawing up a sustainable management and investment plan for the landscape is a complex and crucial undertaking to ensure the preservation of the environment and the socio-economic development of a given region. Drawing on the lessons learned from the exemplary case of the San Pedro landscape, we have identified seven essential stages that form the basis of this methodical and integrated approach. Each of these steps plays a key role in the creation of a sustainable management plan that promotes responsible use of natural resources while stimulating local prosperity. The sustainable management and investment plan for the San Pedro region is aligned with the objectives of the regional land-use planning scheme (SRADT) drawn up by the regional council, the national REDD+ strategy, the national forest rehabilitation policy and the REDD+ benefit-sharing plan. All plan activities are consistent with the provisions of the forest code (2019), the environment code, the REDD+ environmental and social management framework (2019), World Bank environmental and social standards, as well as corporate commitments, including ICF, the ARS1000 African standard and the Africa Sustainable Commodities Initiative (ASCI). This approach aligns private sector initiatives with national approaches to reducing deforestation.

In this chapter, we explore these seven steps in detail, highlighting best practice and lessons learned from the San Pedro landscape that can be successfully applied in a variety of geographical and environmental contexts.



Stage 1: Mobilisation and commitment of the various stakeholders

Objective: To bring together all the key stakeholders at national and regional levels and engage them in a collaborative process to ensure sustainable management of natural resources, sustainable agricultural production and improved living conditions for communities.

In order to achieve this objective a series of activities took place during this period for a better understanding of the context. From January 2021 and as part of Proforest's Production Landscape Programme the activities in Côte d'Ivoire started.

1. **Desk and Literature review:** A review of national laws, policies, documents related to agricultural production and deforestation took place to start to identify the initiatives and stakeholders at national and regional levels.
2. **Stakeholder identification and mapping of Initiatives:** the identification of stakeholders through an analysis of the initiatives underway at national and regional levels and the actors driving them was conducted in the country.
3. **Mobilisation and awareness-raising of stakeholders at national and regional level:** Awareness-raising and consultation sessions took place with stakeholders during the process. Mobilisation and awareness-raising of stakeholders with a direct or indirect interest in the landscape through formal invitations, awareness-raising meetings and preliminary consultations proved to be important for the process. These sessions provided an opportunity to gather the concerns, needs and priorities from the various stakeholders. It was important to listen carefully to their points of view and to take their contributions into account in the plan. Stakeholders included government officials, private sector, civil society, local communities and technical and financial partners.
4. **National Dialogue:** In June 2021, Proforest in collaboration with the Tropical Forest Alliance conducted a national dialogue on agricultural products and deforestation to understand the context in CI. This enabled the identification of objectives for the fight against deforestation at national and regional level as well as national and regional mechanisms for achieving these objectives. One of the results of this workshop was that stakeholders identified the lack of collaboration a major issue to address sustainable management of natural resources and sustainable agriculture production in CI.
5. **Landscape selection criteria:** Based on the discussions and findings from the desk review and national dialogue, three priority regions have been identified by the stakeholders: Cavally, San Pedro and Indénié Djuablin. Based on these regions, Proforest developed landscape selection criteria that enabled data to be collected in the field. These results were then presented in August 2021, in the presence of representatives of the regional councils and key players at national level. In Côte d'Ivoire, the San Pedro Region was unanimously selected by stakeholders to implement the landscape initiative.
6. **Chosen the Landscape Initiative:** San Pedro landscape was selected after a participatory and inclusive process with the key stakeholders engaged at national and regional levels. It has also

been taken in consideration the challenges in the implementation of those three initiatives at the production landscape level.

7. **Creating a coalition of technical and financial partners:** Implementing a landscape initiative requires funding that the regions often do not have. When there are several initiatives supported by technical and financial partners, there is a risk of overlapping initiatives. The San Pedro landscape initiative was implemented with the support of Proforest through its Production Landscape Programme (PLP), the World Cocoa Foundation (WCF) and Impactum through its Taï Landscape Programme (TLP), GIZ through the Green Innovation Centre and the San Pedro Regional Council. These various organisations have formed a coalition to pool resources and provide the general framework for implementation activities.
8. **Creation of a multi-stakeholder platform:** The creation of a multi-stakeholder platform, as a tool to facilitate coordination and decision-making between stakeholders, also promotes transparency and accountability.

Result:

At the end of this initial stage, all the stakeholders expressed their willingness to collaborate and work together for the sustainable management of the landscape. An inclusive governance framework (multi-stakeholder platform) was set up to coordinate future actions, and a roadmap was adopted to make the process a reality.

Example of the San Pedro landscape:

In the San Pedro region, the stakeholders supported by the coalition made up of Proforest, IMPACTUM, WCF, , GIZ and the San Pedro Regional Council have agreed to set up a multi-stakeholder platform made up of three bodies: a steering committee, a permanent secretariat and a technical committee. A steering committee chaired by the Prefect of the region, Prefect of the department of San Pedro, with the President of the San Pedro Regional Council as vice-president. A secretariat run by the San Pedro Regional Council through its planning department. The technical committee is made up of working groups led by the various technical structures and other civil society and private sector organisations. This platform has been formalised by a prefectural decree. This is Order No. 13 RSP/DSP/PSP/SG1 of 5 May 2022 on the creation, remit, composition and operation of the regional platform Dialogue Sur la Foret in the San Pedro Region.

Key Lessons

- Transparent communication and awareness-raising are essential to get stakeholders on board.
- Including all stakeholders from the outset encourages collective ownership of the plan.
- Clearly defined roles and responsibilities prevent misunderstandings and potential conflicts.
- Mobilising technical and financial partners can help secure adequate funding for the landscape initiative.
- Long-term commitment is encouraged to ensure that the collaboration lasts.

Stage 2: Building a Shared Vision

Objective: To develop a common vision shared by all stakeholders involved in the management of the San Pedro landscape, identifying the key issues, opportunities and objectives.

Description :

1. **Preliminary consultations:** During phase 1, in particular at the first workshop to launch the multi-stakeholder dialogue platform, an open and inclusive dialogue is established with all the stakeholders. The aim is to gather their perceptions of the landscape, their concerns and their aspirations for the future. These consultations are essential to guide the shared vision.
2. **Consultation and visioning workshops:** Visioning workshops are organised to enable stakeholders to discuss and debate the different components of the landscape, including environmental, social and economic issues. Stakeholders are encouraged to imagine an ideal future for the landscape and to identify the actions needed to get there.
3. **Developing the Shared Vision:** Based on the results of the consultations and workshops, a shared vision of the landscape is developed. This vision describes the desired landscape of the future and includes the sustainable development objectives, the main challenges to be met and the priority actions to be implemented, as well as the implementation mechanisms.

Result: At the end of this stage, a common vision shared by all stakeholders, common objectives, the landscape and the implementation mechanism are developed , providing a clear framework for the rest of the process. This vision will guide all the planning and implementation activities of the landscape initiative.

Example of the San Pedro landscape:

The consortium made up of Proforest, Impactum, WCF, GIZ and the San Pedro Regional Council organised a workshop in December 2021 to bring together landscape stakeholders and initiate the process of building a shared vision, common objectives and implementation mechanisms for the San Pedro Landscape Initiative. The landscape stakeholders adopted a shared vision of making San Pedro a green region, focusing on the protection and restoration of forests, the preservation of biodiversity and the development of sustainable and resilient agriculture. The objectives defined include protecting forest relics, restoring forests, promoting deforestation-free agricultural production and improving the living conditions of rural communities. At the same workshop, stakeholders agreed on the need for inclusive governance and monitoring mechanisms to support the implementation of the sustainable management and investment plan. Achieving this vision will require the development of a sustainable management and investment plan based on reliable and up-to-date information on the landscape. In February 2022, the members of the platform, with the support of the landscape coalition, agreed on a framework for the development of a sustainable management and investment plan for the San Pedro region, in line with the Schéma Régional d'Aménagement du Territoire (SRADT) and the Plan Stratégique de Développement de la Région (PSD).

Key lessons

- The involvement of all stakeholders is crucial to ensure a truly shared vision.
- The use of viewing workshops encourages creativity and co-creation.
- The shared vision must reflect long-term aspirations for the landscape.
- It is essential to identify the key issues and objectives of this stage.

Stage 3: Landscape analysis and diagnosis

Objective: To gain an in-depth understanding of the characteristics of the San Pedro landscape, including environmental, social and economic aspects, in order to make informed decisions on sustainable management.

Description :

1. **Identification of priority areas:** this crucial phase aims to identify priority areas on the basis of the shared vision and common objectives, taking into account current initiatives, the existence or absence of data and opportunities for collaboration.
2. **Data collection:** This phase involves an exhaustive collection of data on the landscape, including natural resources, biodiversity, infrastructure, human activities, socio-economic dynamics, and so on. Data is collected from a variety of sources, including government institutions, local organisations, experts and local communities.
3. **Data analysis:** The data collected is analysed to identify trends, strengths, weaknesses and opportunities in the landscape. This includes an analysis of vulnerabilities to climate change, pressures on natural resources, deforestation patterns, access to water, food security, poverty, etc.
4. **Assessment of potential impacts:** An assessment of the potential impacts of human activities on the landscape is carried out. This includes assessing the environmental, social and economic impacts, as well as projecting current trends onto the future of the landscape.

Result: At the end of this stage, a complete analysis and diagnosis of the landscape is available. This analysis will serve as a basis for identifying the priorities and interventions required in the sustainable management plan.

Example of the San Pedro landscape:

In the case of the San Pedro landscape, five studies have provided a solid base of data and information to guide the planning of a sustainable management and investment plan for the San Pedro landscape, covering ecological, socio-economic and conservation aspects. They are as follows

1. **Land Use Mapping and Land Use Change Analysis:** This study, carried out by Impactum and Dr Dibi, aims to identify land use trends in the rural area of the San Pedro region, analyse recent changes and provide crucial data for landscape management planning. Impactum carried out detailed land-use mapping, distinguishing between urban, agricultural and forest areas. It also analysed changes over a given period, highlighting the pressures exerted on the land.
2. **Ecological and Biodiversity Study:** This study, carried out by Trust International, aims to assess the biodiversity of the San Pedro landscape by identifying plant formations, ecosystems and

species of ecological interest. It also assessed the state of conservation of these elements. The study highlighted the diversity of ecosystems in the region, including secondary forests, riparian forests, swamp formations, mangroves and fallow land. The study also identifies threatened species and priority conservation areas .

3. **Preliminary screening of High Conservation Values (HCV) and Indicative Mapping of High Conservation Value (HCV) Forests:** This study, carried out by Proforest, aims to identify areas of high conservation value, focusing on HCS and HCV forests, to define priority areas for structured interventions and to propose appropriate protection measures. Proforest has identified seven priority areas in the San Pedro landscape, highlighting their importance for conservation and sustainable development.
4. **Socio-Economic Study:** The socio-economic study, carried out by AETS Africa, examines the socio-economic strengths, weaknesses, opportunities and threats in the San Pedro region. It identifies local resources and key stakeholders, providing an in-depth understanding of local living conditions, economic activities, community needs and development opportunities. This analysis is essential to guide the planning of the San Pedro Landscape Management and Investment Plan.
5. **Gender Equality and Social Inclusion Study:** The gender and social inclusion analysis, carried out by AETS, focuses on raising awareness of gender issues and aims to promote greater inclusion of women and marginalised groups in the management of the San Pedro landscape. The study highlights the need to adopt measures to improve gender mainstreaming and promote social inclusion, thereby contributing to more equitable and sustainable management of the region's natural resources.
6. **Stakeholder consultation and validation of study results:** All of the studies were coordinated by Proforest, and several regional consultations helped to improve the results of secondary and primary data collection in order to have reliable information that will inform the development of the sustainable management and investment plan. These data were then validated by the members of the regional forest dialogue platform in March 2023 in San Pedro.

Key lessons :

- Data collection must be exhaustive and based on reliable sources.
- Data analysis must be rigorous to identify critical issues.
- Stakeholder consultation ensures data quality and relevance.
- Assessing potential impacts helps to anticipate the consequences of decisions taken.

Stage 4: Definition of objectives and priority actions

Objective: On the basis of the shared vision and the landscape analysis, to define specific objectives and priority actions for sustainable management and investment in the landscape by adopting a structured approach based on specific pillars.

Description :

1. **Strategic planning workshops:** Planning workshops are organised with the participation of stakeholders to discuss priorities, specific objectives and actions to be undertaken. Stakeholders are invited to identify the most important areas for action to achieve the shared vision on the basis of pillars that represent the major components of the management plan, thus simplifying the management, monitoring and evaluation of implementation.
2. **Definition of SMART objectives:** Objectives are formulated as specific, measurable, achievable, relevant and time-bound (SMART). This makes it possible to clarify expectations and monitor progress.
3. **Drawing up a roadmap:** A roadmap is drawn up for each objective, defining the steps to be taken, responsibilities, deadlines and resources required to achieve these objectives. This roadmap makes it possible to plan the implementation of the plan in a realistic way.

Result:

At the end of this stage, specific objectives and priority actions, accompanied by detailed roadmaps, are established. These will guide the implementation of the sustainable management and landscape investment plan. The activities proposed by the stakeholders are adapted to the local context because they are the result of activities that they are already carrying out on the ground, often for projects that are already under way.

Example of the San Pedro landscape:

In the case of the San Pedro Landscape, four pillars have been identified as essential to achieving the vision of making San Pedro a green region, focused on biodiversity conservation and sustainable development. These pillars include sustainable agriculture, forest protection and restoration, improving community living conditions and land use governance. In collaboration with the San Pedro Sustainable Landscape Coalition, three (03) workshops were organised in Abidjan and San Pedro, with the active participation of the local communities of San Pedro. The first workshop of the platform's technical committee was held in San Pedro on 4th March 2023. The 4 working groups formed identified the main activities for each of the pillars and defined who would be responsible for them.

To ensure the participation of all categories of stakeholders, particularly the private sector, a second consultation workshop was held in Abidjan on 10th March 2023. Its aim was to refine the initial activities identified in San Pedro, to specify who would be responsible for implementing these activities, and to clarify the main results expected. The third workshop, held in San Pedro from 19th to 20th April 2023, involved the various thematic working groups and enabled the expected results, performance indicators and implementers to be specified and validated, including the identification of priority intervention zones.

Key lessons :

- Stakeholder involvement ensures that objectives and actions are relevant.
- The SMART formulation of objectives enables better planning.
- Each pillar contributes directly to achieving the shared vision for the landscape
- Roadmaps help to structure the implementation of the plan.

- Joint planning promotes effective coordination between stakeholders to facilitate implementation of the sustainable management plan.

Stage 5: Drawing up the landscape sustainable management and investment plan

Objective: The main objective of this phase is to establish a management plan and sustainable investment plan for the landscape by accurately assessing the costs associated with implementing each pillar of the plan, identifying potential sources of funding, setting up a monitoring and evaluation mechanism and defining a solid framework for implementation.

Description :

1. **Assessment of Implementation Costs:** This stage involves a detailed assessment of the costs associated with implementing each pillar of the plan. The aim is to determine precisely the financial resources needed to carry out the actions set out in the plan, including operational expenditure, capital costs, management costs, etc.
2. **Identification of Potential Sources of Funding:** In this phase, it is essential to identify the various potential sources of funding available to support the implementation of the plan. This may include public funding, partnerships with governmental organisations, international funding initiatives, private funding, etc.
3. **Implementation Framework:** This phase also aims to establish a solid framework for implementing the sustainable investment plan. This includes defining the roles and responsibilities of stakeholders, creating monitoring and evaluation mechanisms to measure progress, and developing a timetable for action.
4. **Validation of the Management and Investment Plan:** Organise one or more consultation events on the investment plan, using the technical committee of the multi-stakeholder platform with the various thematic working groups. Minutes of the validation workshop will be drawn up and signed by all the stakeholders to validate the landscape management and investment plan.

Outcome: At the end of this stage, the Sustainable Landscape Management and Investment Plan is finalised, validated and adopted by all stakeholders. This plan will serve as a framework for implementing actions to achieve the shared vision.

Example of the San Pedro landscape

In the case of the San Pedro Landscape, a consultant was recruited to prepare the structure of the investment plan and identify the costs on the basis of the management plan drawn up using a participatory and inclusive approach. A stakeholder consultation workshop was then held in San Pedro from 4th to 5th July 2023. During this workshop, the various thematic working groups reviewed the investment plan, the cost elements for each activity and the sources of funding. Following this analysis by the thematic working groups, the consultant's initial proposals were improved, corrected and then validated, including the proposed implementation framework and funding strategy. Minutes were drawn up in plenary at the end of the workshop and signed by the stakeholders present.

Key lessons

- Accurately assessing implementation costs is essential for sound financial planning.
- Identifying diversified sources of funding strengthens the financial resilience of the plan.
- A strong implementation framework is essential to the successful delivery of the sustainable landscape investment plan.
- Validation and adoption of the plan by stakeholders strengthens its acceptance and effectiveness.
- The plan must be a living document, which can be revised in line with needs and changes.

Stage 6: Implementation of the Sustainable Management and Investment Plan

Objective: To implement the actions defined in the plan to achieve the shared vision for the San Pedro landscape.

Description :

1. **Establishment of coordination and collaboration mechanisms:** Coordination and monitoring mechanisms have been established to ensure effective implementation of the plan. To this end, the multi-stakeholder platform must continue to operate, with regular meetings scheduled at least 4 times a year.
2. **Mobilisation of resources:** The resources needed to implement the plan, whether financial, human or material, are mobilised. This may include raising finance, recruiting qualified staff and setting up the necessary infrastructure.
3. **Gradual implementation:** The plan is being implemented gradually. The most critical actions are prioritised, and interventions are phased over several years. This approach allows efficient management of resources and concentration on immediate priorities.
4. **Monitoring and evaluation:** A monitoring and evaluation system is set up to measure progress against the objectives set. Performance indicators are used to monitor the effectiveness of the actions undertaken. The data collected is analysed regularly to make informed decisions. Quarterly meetings of the multi-stakeholder platform steering committee can be used to monitor performance indicators on a regular basis.

Result: As the plan is implemented, progress is being made towards achieving the shared vision. The actions undertaken contribute to sustainable management and investment in the landscape.

Example of the San Pedro landscape:

In the case of the San Pedro landscape, the priority areas for action have already been identified. This phase involves the gradual implementation of the plan, starting with the most critical actions and spreading the interventions over several years. A workshop is planned to mobilise and engage the various stakeholders, particularly the technical and financial partners, in implementing the plan. This

workshop should culminate in the signing of a letter of commitment by the stakeholders to the implementation of the plan as part of the strategy for mobilising funding.

Key lessons :

- Gradual implementation means resources can be managed efficiently.
- Ongoing collaboration promotes coordination between stakeholders.
- Coordination is essential to ensure effective implementation.
- Mobilising resources is crucial to financing the necessary actions.
- Regular monitoring and evaluation means that actions can be adjusted along the way.

Stage 7: Monitoring, Evaluation and Review

Objective: To monitor progress in implementing the plan, evaluate the results and adjust the plan if necessary to ensure that the shared vision is achieved.

Description :

1. **Monitoring progress:** A monitoring system is in place to track progress in implementing the plan. Performance indicators are used to assess results.
2. **Evaluation of results:** The results achieved are evaluated in relation to the objectives set out in the plan. This helps to identify successes, challenges and areas for improvement.
3. **Revision of the plan:** On the basis of evaluations of results and lessons learned from implementation, the plan can be revised and adjusted if necessary. This may include modifying objectives, priority actions, roadmaps or coordination mechanisms.

Result: Regular monitoring, evaluation and revision of the plan will ensure its ongoing effectiveness and adaptation to changing circumstances.

Key lessons :

- Monitoring and evaluation are iterative processes.
- Adjustments to the plan must be based on data and evidence.
- Flexibility is important to adapt to unforeseen changes.

Conclusion:

The landscape sustainable management and investment process is a comprehensive framework for addressing the challenges of biodiversity conservation, sustainable agricultural development and improving the living conditions of local communities. By following the steps outlined above, stakeholders can work together to develop and implement an effective plan that contributes to achieving the shared vision for the San Pedro landscape. It is important to note that the active participation and ongoing engagement of stakeholders is essential throughout the process to ensure the success of sustainable landscape management.