

REDD+ LANDSCAPE CCAD-GIZ

Promoting Landscape Restoration
in Central America



TECHNICAL NOTE LEARNED LESSONS FOR AN APPROPRIATE LANDSCAPE PLANNING



TECHNICAL NOTE
LEARNED LESSONS
FOR AN APPROPRIATE LANDSCAPE PLANNING

Published by:

The Landscape and Resource Management to Increase Carbon Reserves in Central America (REDD+ Landscape / CCAD) Program is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

P.O. Box 755

Boulevard Orden de Malta,

Casa de la Cooperación Alemana

Urbanización Santa Elena,

Antiguo Cuscatlán, La Libertad

El Salvador

T +503 2121 5100

F +503 2121 5101

E info@reddlandscape.org

I www.reddlandscape.org

www.giz.de

Responsible:

Dr. Laszlo Pancel

Program Director

laszlo.pancel@giz.de

Author:

Mario García

Coordinator

mario.garcia@giz.de

Redaction and design:

Cecilia Vides

Technical Advisor

Copyright:

Deutsche Gesellschaft für

Internationale Zusammenarbeit (GIZ) GmbH

This project is part of the International Climate Initiative (IKI). The German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) supports this initiative on the basis of a decision adopted by the German Bundestag.



CONTENT

Page

Executive Summary	6
Key elements for an appropriate landscape planning	7
a. Define landscape borders	7
b. Identify ecosystemic functions to be restored and their contributions to REDD+	8
c. Identify links between livelihoods, hydroclimate threatens and their adaptation to Climate Change	9
d. Develop an intervention concept	10
e. Prepare a result-oriented planning	11
Conclusions	13
Bibliography	14



EXECUTIVE SUMMARY

Deforestation and forest degradation are current problems that continue to grow, this leads to a degradation and reduction of ecosystemic goods and services provided by forests. This situation triggers a deterioration of the livelihoods and a greater vulnerability of the communities who depend on forests.

Landscape restoration seeks to reestablish these ecosystemic goods and services in the different ways in which soil is used, at the same time it allows to boost the livelihoods and to increase the community resilience in different scopes: social, economic and environmental.

Within this context, the REDD+ Landscape / CCAD-GIZ Program has the objective to reconstruct the landscape related to forestry resources with a REDD+ approach in Central America. With this goal, to restore landscapes and forests, the program seeks to help design new ways of using soil for agriculture and forest management in order to increase the carbon reserves.

Linking the restoration initiatives to REDD+ will enable the birth and development of financing mechanisms for ecosystem services; it will, as well, enable all users to obtain and improve compensation-based income for agricultural and forestry management. The learning experience will help ensure forest valuation in a wider context and will help enrich international dialogue around REDD+.

Due to the importance of bringing landscape restoration actions and REDD+ together, we have made this technical note available. The document is based on the experiences and lessons we have learned on field, and describes *five key elements for an appropriate landscape planning*:

1. **Define landscape borders:** Use ecological and geographical criteria combined with socio-political criteria to delimit your landscape.
2. **Identify ecosystemic functions to be restored and their contribution to REDD+:** This allows intervention actions to reestablish ecosystem functions in coherence with local geography and landscapes.
3. **Identify links between livelihoods, hydro climate threatens and their adaptation to climate change:** This helps visualize income-generation opportunities with cost-effective actions, which are sustainable through time and resilient to climate change effects identified in the area.
4. **Develop an intervention concept:** A clear vision and implementation strategy will nimbly guide the selection of operative on-field actions and will allow transmitting the intervention in a simple and understandable manner.
5. **Prepare a result-oriented planning:** Develop a plan containing actions that will generate short-term benefits (immediate income for the community) as well as long-term benefits (high-impact on the landscape), since these generate confidence when facing change.

We expect these ideas to be useful for you when designing and developing restoration actions, and to allow you identify opportunities to generate added value for your initiative.

For more information on our program and available resources, please visit our web page www.reddlandscape.org



KEY ELEMENTS FOR AN APPROPRIATE LANDSCAPE PLANNING



Define landscape borders

This is one of the most challenging tasks to be done as we undertake restoration activities in an intervention area. It is the moment in which the theoretical avalanche descends upon the intervention developer; and on which one must translate concepts and definitions into concrete actions on field.

When the task is to work with a landscape-based perspective, several terms such as: “comprehensive”, “holistic”, “global” and “whole” come to our mind; this is because of the different descriptions and concepts available in contemporary literature referring to the topic. According to IUCN (2014) an approach on landscape involves a balance between interdependent soil mosaics; such as: protected forests, biological corridors, agroforestry systems, agriculture, and well managed plantations.

Box 1 presents a series of concepts describing landscape, which have been widely spread and are internationally accepted. In these and other publishings you will find a clear orientation from the authors to establish *the spatial context and the geographical construction as the central axis of landscape*.

Although the concept of landscape includes a mention of the social and economical aspects, these are seen as additional components that accompany the landscape planning, not as a central part of it.

A concept that responds to the identified emptiness is the one by the Landscape Forest Restoration Platform in Guatemala (2014): “Landscape is a geographical space, but it is at the same time a social construction where different uses of soil, human activity and the environment converge; these combine with each other as a whole; and, therefore, there is interaction between them, in such a way that a landscape is dynamic but at the same time it has a certain stability in order for the ecosystems that form it to work together in harmony”.

Box 1 *Concepts on landscape*

Landscape is an ensemble of superposition of ecological, social and economical networks within a specific area. This makes of landscapes an ideal unit for planning and decision-making, enabling the integration of diverse plans and sector programs in a unique space context (Global Partnership on Forest and Landscape Restoration –GPFLR, 2013).

Landscape can be defined in terms of a geographic area as the “seasonal habitat range of a key species”. Another less rigid concept established by authors is: “Landscape is a geographical construction which not only includes the biophysical components of the zone, but also includes the social, political and psychological components” (WWF, 2007).

A forest landscape itself, is considered a landscape which is or was covered by wooded areas, in which these forests continue to provide ecosystemic goods and services related to that ecosystem. Even though there is emphasis on the forest when you address to it, it is also required to consider social, ecological, economical and agricultural factors that influence the area and the forest (Maginnis & Jackson, 2002).

Therefore, it is important to consider the two following premises when defining landscape limits:

Landscape limits must adhere to the closest political-administrative division, or to an intermunicipal associative figure (community).

Some interventions which adopt exclusively geographical approaches, such as basins or wildlife zones, lead the executor of these projects to develop and establish dialogue and participation platforms that are not directly connected to any institutional structure responsible for the territory.

Considering that Sayer (2001) establishes clarification of rights and responsibilities as one of the principles of the landscape approach, it is important to note that defining a political-administrative division enables a clear identification of the stakeholders in the area, their formal and informal power relationships, and their impact on landscape; it also enables to identify recognized dialogue platforms and their conflict-resolution mechanisms. This

enables local government to play a more important role in the management of natural resources.

Landscape limits must clearly describe the spatial development of social relationships established by an individual with his/her livelihoods¹.

The identification of the livelihoods helps understand the community perception in regards to their local reality. The objective is to obtain a precise and realistic knowledge of the strengths and weaknesses of the community. Recognizing the strengths (assets or resources) will help identify how these may improve quality of life for people; as well as recognizing the

weaknesses of the livelihoods enables to identify the sources of pressure and the underlying causes of the systematic deterioration of the ecosystem functions in the landscape.

The understanding of this relationship between the strengths and the weaknesses of local livelihoods will enable to trustworthily model the variables that influence the landscape in space and time. This understanding will, at the same time, favor the monitoring and impact evaluation of restoration actions upon the intervention area.

Identify ecosystemic functions to be restored and their contribution to REDD+

According to the Landscape Forest Restoration Platform in Guatemala (2014), landscape restoration is performed through the recovery and improvement of the structure within the intervened ecosystems and through an improvement in the exploitation opportunities of the ecosystemic services; both being performed by involved communities through the recovery of degraded primary and secondary forests and degraded agricultural soil; these restoration efforts seek to achieve a balanced landscape which would provide environmental and economical benefits.

Therefore, it's important to clearly identify the ecosystemic good or service to be recovered (Table 1), since the improvement of the population's livelihoods depends on this identification. For example: if you wish to maintain the water supply, you should work on the springs and water rechargement areas; if you wish to increase the soil productivity in order to strive against food insecurity, you must focus your work in good soil conservancy practices in agricultural lands..

Table 1 Types of Environmental services

ENVIRONMENTAL SERVICES	FOREST	OCEANS	CULTIVATED/ AGRICULTURAL SOIL
Environmental goods	Food Fresh water Fuel Fiber	Food	Food Fuel
Regulation services	Climate regulation Flood regulation Disease regulation Water purification	Climate regulation Disease regulation	Food Fuel
Support services	Nutrient recycling Soil creation	Nutrient recycling Production	Nutrient recycling Soil creation
Cultural services	Esthetic Spiritual Educational Leisure	Esthetic Spiritual Educational Leisure	Esthetic Spiritual

Source: WRI 2003

The ecosystemic functions to be restored, as well as the ecological and social context, determine the type of activities to be performed and the geographical area to intervene. There must exist an activity-result connector

on a landscape level, in this direction IITTO (2002) indicates:

- Wherever there are opportunities to improve biodiversity at a landscape level, activities must focus on areas situated within or around

¹A livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living (FAO 2005)

protected areas or any other forests with high conservancy value; such as, habitats for rare, vulnerable or endangered species, relatively unaltered remainder forests, etc.

- In the places where degradation has caused flaws in the functioning of an ecosystem, activities should focus throughout riverside stripes, steep hillsides, peripheral land, etc.
- Where there are opportunities to improve the welfare of human beings, and, particularly, support income-generating activities, the main areas should be those that are appropriate for the production of high-value species, which are close to the existing infrastructure.

It is important to remember that restoration actions are currently related to REDD+ proposals (Box 2), and these are themselves related to result-based compensation payments; these processes are being forged in order to intervene in the maintenance or the restoration of particular ecological systems and the services these systems provide.

The key characteristic of these mechanisms is the focus on maintaining the flow of a specific environmental “service”, such as clean water, habitat for biodiversity, or carbon stocks, in exchange for an economical benefit.

Consequently, when you find yourself in the moment of planning a restoration intervention, you should foresee to respond to the following questions:

- What REDD+ elements are appropriate to be included in my intervention design?
- What links will exist within my restoration actions that are not necessarily REDD+ elements?
- How will I measure REDD+ impact in my restoration actions?

Box 2 *Decision 1/CP.16 on REDD+ (UNFCCC 2010)*

Paragraph 70. Encourages the Parties, being developing countries, to contribute to mitigation actions in the forest sector by adopting the following actions, as deemed appropriate by each party and in accordance to their respective capabilities and national circumstances:

- a) The reduction of emissions resulting from deforestation;
- b) The reduction of emissions resulting from forest degradation;
- c) The conservation of forest stocks;
- d) The sustainable management of forests;
- e) The increase of forest stocks.

Identify links between livelihoods, hydroclimate threatens and their adaptation to Climate Change

Nowadays, we cannot think of an intervention on a natural area that lacks climate change vision, and; in highly vulnerable countries, we cannot think of interventions that do not include adaptation measures and steps to improve community resilience.

With this consideration prior to the design of the restoration concept, it is intended to visualize the link between the affections resulting from climate change and their influence on the livelihoods; furthermore, it helps determine whether the local livelihoods are prepared for an increase in their resilience and a decrease in the community vulnerability before disasters caused by natural phenomena. We recommend the following stages in order to develop this activity methodologically:

1. Preparation of vital documentation related to the zone, as well as the preparation of materials that would enable the gathering of information from local population.

2. Identification of livelihoods and description of the initial conditions in which goods supporting the intervention area were found.
3. Identification (based on local perception of risk) and description of the main hydro-meteorological threatens (statistics) that affect local livelihoods.
4. Analysis of both, impact and adaptation capacity through the interrelation between weather effects and livelihoods, as well as current measures that enable the community to overcome a disaster.
5. Establishment of adaptation measures based on traditional knowledge found in the area and technical knowledge about the area, through current conditions and climate change scenarios.

In table 2 we have created a list of the main elements that should be considered for each stage and the tools required to develop each stage. The depth and thoroughness of the analysis will depend on available resources and on the magnitude of the intervention to be designed.



Table 2. Elements and Tools to establish links between livelihoods and hydro-climatic threats.

ETAPAS	ELEMENTOS A CONSIDERAR	HERRAMIENTAS
Preparation	<ul style="list-style-type: none"> • Basic socio-economical information of the communities from the subject area. • Demographical statistics. • State Infrastructure in the zone (accesses, roads, check points). • Location of high conservation value areas (HCV) important to satisfy basic needs of the community. (For example: basic food, fuel, fodder, medicine and construction materials). • Governance systems and matters (Government Mechanisms, legal and indigenous structures, Conflict-resolution methods). • Identification of social problems. 	<p>Bibliographic review</p> <p>National Statistics Systems</p>
Identification of Livelihoods	<ul style="list-style-type: none"> • Identification of main subsistence crops in the area. • Identification of the main sources of income and commerce. • Identification of infrastructure functioning on the community (healthcare, education, culture, religion). • Established community organization systems (water management, environmental, educational and land management committees). • Establish the current status of resources that comprehend the livelihoods 	<p>Community income surveys: http://www.cifor.cgiar.org/pen/_ref/tools/guidelines.htm</p> <p>LOAM: http://wwf.panda.org/what_we_do/how_we_work/conservation/forests/publications/?uNewsID=120980</p>
Identification and characterization of threats to livelihoods	<ul style="list-style-type: none"> • Identification of threatens to livelihoods (floods, fires, landslides, droughts, etc). • Threat classification (natural or anthropogenic). • Identification of factors that influence the threat. • Historical characterization of the threat (maps, tables, records, reports, etc.) and description of past effects on areas that have been impacted with the threat. • Identification of threatened places. 	<p>CRISTAL http://www.iucn.org/about/work/programmes/forest/fp_our_work/fp_our_work_thematic/fp_our_work_fcc/fp_forests_climate_resources/</p>
Impact and Adaptation Capacity Analysis	<ul style="list-style-type: none"> • Identification of vulnerability factors within local resources. • Indicators to help measure impact on livelihoods, produced by climate change. • Current and future impacts of climate change based on developed scenarios. • Local adaptation capacities that have been identified. 	<p>CVCA Guide: http://www.careclimatechange.org/files/adaptation/CARE_CVCA_Handbook-2009-spanish.pdf</p>
Establishment of Validated Adaptation Measures	<ul style="list-style-type: none"> • List and description of traditional practices that have been adopted by local actors to combat effects caused by natural disasters. • Evaluation of traditional and non-traditional practices, according to their effectiveness on livelihoods that have been impacted by climate change. • Proposal of technical measures validated by the community • Strategy and action plan containing actions to adapt to climate change. 	<p>Adaptation Toolkit http://unfccc.int/files/adaptation/application/pdf/christianaid_ap_update_sep_09_toolkit_7_sp.pdf</p>

Develop an intervention concept

This step seeks to determine the intervention scope (which, altogether with time and resources, become the three major restrictions to any project). A clear concept will help establish general guidelines of what the intervention will pursue to implement and the potential benefits it would generate.

An intervention concept that gathers together the interests and expectations of interested parties and that delivers high impact results, must contain at least the following elements: vision and implementation strategy.

A project's vision is the final desired status or condition that a project is trying to achieve. It is generally expressed in a vision statement, which is a clear and brief summary of what team members of a project and their associates

wish to achieve. For most conservation projects, their vision describes the desired status of biodiversity or the desired status of those resources found within the area of intervention; it often includes the interests of stakeholders. Your vision must provide guidelines for internal team members and it should also help communicate to external actors what you are trying to achieve. (FOS, 2009).

According to GIZ (2013), the main characteristics that should be considered in a strategy are: take into consideration those actions performed by other actors and their dynamics in a given context; a clear setting of limits of the strategic level in regards to the operations level, and the long-term nature of the strategic actions.



Strategic orientation creates a framework for actions and establishes goals. In order for a project to efficiently and effectively report the expected benefit, in an economical and social sense, it must provide three things: *Orientation*: Where are we going?; *Coordination*: How do we harmonize? and *Sense making*: Why do we work together? What brings us together?

The following are two common mistakes that developers face while on the process of constructing an intervention:

1. Trying to impact all the elements that form a landscape. When constructing of an intervention concept, developers experience a temptation instant, when they can lose focus if they think, "... *what if we include this component?*" When they make this mistake, they only dilute the existing resources in non-relevant actions, which lack impact on landscape and have a poor technical approach that cannot be implemented in different scales; this ends up mining the developers credibility before interested parties. To avoid this mistake, the logical solution is to establish priorities, but we often ignore this.

Remember that your intervention has a defined scope, limited resources, and an established timeline to be executed. Further in the text, we will mention some elements that will help you identify star actions that will produce fast profit and the topics that cannot go unnoticed while on the construction of a restoration intervention.

2. Building complex, vague or over-theoretical intervention concepts. Several people think that when intervention concepts do not include enough graphics, flow charts, concept maps and complex statistics, they lack scientific value or rigor. This is not entirely true. A clear, concise and precise concept has its own benefits, out of which We wish to mention two: the first one is that it can provide agile orientation to select operative actions on field. This will result in a greater impact derived from these actions (both social and economic). A second benefit is that these type of concepts help communicate the intervention idea in a clear and understandable manner, helping ease the feedback and decision-making processes for all interested parties

Prepare a result-oriented planning

"Big problems are rarely solved with big solutions. Big problems are typically solved by a sequence of small solutions. There is a clear asymmetry between the scale of the problem and the scale of the solution, a big problem... small solution". Dan Hart

Planning is a process that demands to observe a series of steps to be fulfilled in order to achieve certain goals and objectives; this process can be undertaken by using different methods and tools (Box 3). According to Berretta and Kaufmann (2011), result-oriented planning is the start point of the management circle, it is the joint

with the budget and the basic link to incorporate what has been learned from monitoring and evaluation (MyE), this planning contains three dimensions: strategic, operative and participative.

The operative dimension of planning responds to the question "how can we get to our goal?" It requires the design of products and processes, the calculation of supplies that will be required to achieve the proposed objectives and goals of the strategic exercise (Berretta and Kaufmann, 2011).



Box 3. *Planning methodologies and softwares*

- **Logical framework.** This technique provides a systematic structure for project identification, planning and management. It makes possible to obtain a concise summary of the main elements of a project and provides structure and logic to the relationship between the project purpose, projected inputs, foreseen activities, and expected results, through a 4x4 grid (Jensen, 2010).
To develop a planning based on this methodology, you can use this software which has been developed by ITTO at <http://www.itto.int/es/projectformulation/manuals/#>
- **Theory of Change.** This is also known as the “conceptual model” or “result chain”. This approach is focused on a cause-effect analysis. This causal model tries to link early results (outputs) and intermediate outcomes from the project strategy (or series of activities) with longer term changes (impacts) (Richards and Panfil, 2011).
To develop a planning based on this methodology, you can use MIRADI software, which has been developed by Conservation Measures Partnership at <https://www.miradi.org>
- **PERT/CPM METHOD.** The Project Evaluation and Review Technique (PERT) and the Critical Path Method (CPM) are network-based techniques. These methodologies consider projects as a series of interrelated activities, which require time and resources. To use any of these methods, you should: (1) Define what activities are involved on each project. (2) Define a precedence relationship between the activities. Once you have this information, a network can be created showing the precedence relationship. (Acuña, 2010).
There are several software tools which can be used to develop a planning based on this methodology, we recommend PERTchartEXPERT, which has been developed by Critical Tools at <http://www.criticaltools.com/PERTChartEXPERT.html>

The decision of where to go and how to do it should be made having on mind the opinion of a majority of the stakeholders. The greater the participation of relevant actors within the community, the better the possibilities to meet the plan and to obtain achievements that are sustainable through time.

To elaborate a planning that boosts the conditions for good governance between different sectors and diverse actors, we suggest an adaptation of the interest-based negotiations proposed by Fisher and Ury (2004):

1. *Develop a planning process based on interests.* This type of processes seek to understand the interests of all parties involved on the intervention (government, developer, private sector, communities), to then turn those actors into contributors of new solutions and planning activities that are relevant considering the win-win principle; without any need to cling to the imposition of one actor and not being forced to make any one-sided concessions.
2. *Develop a cross-referenced planning process.* To elaborate this type of planning process, you should have separated meetings with each of your parties. You will need to compile their vision, interests, and the way in which they wish

to implement actions, as well as whom do they wish to do this with.

This planning process seeks to find a balance between interests, rather than positions. Please note that each party involved in the intervention has multiple interests, and that behind opposing positions may exist shared and compatible interests. Finally, remember that the most powerful interests are human basic needs (security, economic welfare, food supply, etc.)

3. *Always have a plan B.* The need to reach an agreement among all parties may lead us to make non-realistic or unfavorable decisions that may affect the intervention. For these situations, develop a Best Alternative To a Negotiated Agreement, BATNA. First of all, elaborate a list of actions you would undertake in the case that no agreement is reached; secondly, work on improving some promising ideas and transform them into practical activities. Finally, provisionally select the most suitable alternative.

We must have in mind that programmed activities must generate outcomes that restore ecosystemic functions and allow viability of local livelihoods. Therefore, planning must contain precise and interrelated activities at a landscape level.

In order to make an intervention that may differentiate from others and have a greater impact, the field operation must center on star or fast profit actions; the following are some elements that should be considered when making an intervention more effective on field:

- *Avoid safe but useless actions.* To over-diagnose and re-plan the work area will only consume resources; whereas redoing a plan in an area where there have been previous planning done which have not been performed, oftentimes will not generate an added value. It is likely that the intervention area has been previously subject to a program or project; you should review and properly assess this previous work. Resume those actions that are a result of substantial discussions and adjust them, as you consider appropriate, to the objectives of your intervention.

Other examples of safe but useless actions are: to signpost a protected area and establish its boundaries, since, very often, signs are not respected and they are frequently destroyed; establishing garden centers without the proper technical assistance, since this will result in the production of low-quality plants, with poor genetic material, conducting to a non-cost-effective garden center.

- *Star actions use the ensemble of local abilities.* Identify what is the ensemble of personal skills and resources that have been untapped by the community.
- *Star actions generate a short and long-term benefit, since they build trust for change.* One of the main challenges when implementing actions, is to properly address to the regular question that all local actors make to on-field workers, “What benefit will this bring to us?” It is true that we can appeal to the emotional sense of our profession and respond, “It will benefit yourself and your future generations”, this response does not satisfy the basic need felt by the population.

Conclusions

Take advantage of previously generated resources and supplies; take some time to review all the products (maps, data bases, studies, policies, plans, and others) that have been produced by previous interventions. Be able to acknowledge the value of previous efforts and do not discard these results due to a methodological flaw or because you find a lack of thoroughness on the analysis.

Therefore, you should support activities that would generate immediate income for the greatest amount of people as possible (short-term), as you perform some specific activities that may have a high impact on the landscape (long-term). These are two examples for this affirmation: a) traditional water channel dredging, these actions help reestablish the hydrological exchange of fresh and saltwater in the mangrove forests, as well as hiring several people and generating local employment. B) Firebreak creation on the landscape, these actions would help reduce the impact of forest fires in the area.

It is important to note that these actions should not be performed as a substitute to employment; since this can be counter-productive to the results we are trying to achieve. An example to this may be that, if a local fire brigade was hired, there is the possibility that fires may increase in order for these people to maintain their job as long as possible. The key is to generate very specific actions.

- *What actions does the community we are working with successfully perform?* Consider the answer and replicate the model. Communities conduct actions with favorable results which are not necessarily related to our area of intervention; thus, it is important to take some time to evaluate success factors for those activities, such as: good leadership, clear and precise instructions, good organization, social and political interest generated by the activity, immediate generation of economical resources, etc. The important thing is to note the center that mobilizes the community towards change and replicate this, as possible, to all the activities.

The ideas you will find may generate added value for your initiative.

Those initiatives that drive the focus on landscape cannot have the desired impact on the land if they do not have a clear definition of the intervention limits. A clear



delimitation (with ecological, geographical, social and political criteria) enables the executor to be more effective when selecting the restoration elements, the activities to be implemented and the participation and communication mechanisms that will be used.

A planning should establish specific actions to be carried out in specific locations. When performing a planning based on landscape, you can make the mistake to try to do everything everywhere and this cannot necessarily have a great impact on your area of intervention. If you do not consider this element, consequences may be: a wrong technical accompanying, low-quality products and loss of resources.

Prioritize the investment of activities on site. Unlike other approaches that seek to establish complex technical platforms and methodologies, landscape restoration achieves its objective with on-site actions; in this sense, boost the widespread growth activities rather than producing demonstrative initiatives. We suggest the following logical order to on-site intervention: 1. Field activities, 2. Training and dialogue, 3. Operative and Strategic Planning, 4. Additional studies.

Bibliography

- Acuña R (2010) Analysis of Project Planning Using CPM and PERT. Department of Computer and Mathematical Sciences. University of Houston-Downtown
- Berretta N, Kaufmann J (2011) Gestión para Resultados en Gobiernos Subnacionales: Módulo 2: Planificación Orientada a Resultados. BID / INDES / PRODEV
- FAO (2005) Rapid Guide for Missions Analyzing Local Institutions and Livelihoods. Roma, Italia
- FOS (2009) Conceptualización y Planificación de Proyectos y Programas de Conservación. Disponible en: <http://www.fosonline.org/wordpress/wp-content/uploads/2011/11/FOS-CMP-Online-Training-Guide-Spanish-2011-11-02.pdf> Accedido 28 sep 2015
- GIZ (2015) Gestión de la Cooperación en la práctica. Diseñar cambios sociales con Capacity Works. Gessellschaft für International Zusammenarbeit (GIZ) GmbH, Springer
- GPFLR (2013) Our Approach: The Landscape Approach. Disponible en: <http://www.forestlandscaperestoration.org/tool/our-approach-landscape-approach> Accedido 18 Feb 2015
- IUCN (2014) Assessing forest landscape restoration opportunities at the national level: A guide to the Restoration Opportunities Assessment Methodology (ROAM). Gland, Switzerland, IUCN
- Jensen G (2010) The logical framework approach: How to Guide. Bond Landscape Forest Restoration Platform in Guatemala (Mesa de Restauración del Paisaje Forestal de Guatemala) (2014) Guía de conceptos básicos de restauración del paisaje forestal, Guatemala
- Maginnis S, Jackson W (2002) Restauración del paisaje forestal, OIMT Actualidad Forestal Tropical 10/4, p. 10-14
- OIMT (2002) Directrices de la OIMT para la restauración, ordenación y rehabilitación de bosques tropicales secundarios y degradados. Serie de políticas forestales no. 13
- Richards M, Panfil SN (2011) Manual para la Evaluación de Impacto Social y sobre la biodiversidad (EISB) para Proyectos REDD+: Parte 1 – Guía Básica para los Proponentes de Proyectos. Versión 2. Alianza para el Clima, Comunidad y Biodiversidad, Forest Trends, Fauna & Flora International and Rainforest Alliance. Washington, DC
- Sayer J, Sunderland T, Ghazoul J, Pfund JL, Sheil D, Meijaard E, Venter M et al. (2012) Ten principles for a landscape approach to reconciling agriculture, conservation, and other competing land uses. Special Feature: Perspective. Vol. 110, no. 21, p. 8349-8356
- UNFCCC (2010) Decisiones. Conferencia del Cambio Climático en Cancún – COP16
- Ury W, Fisher R, Patton D (2004) Obtenga el sí: El arte de negociar sin ceder. Gestión 2000, Madrid
- WRI (2003) Ecosistemas y Bienestar Humano: Marco para la Evaluación. Disponible en: <http://www.millenniumassessment.org/documents/document.3.aspx.pdf>
- WWF (2007). Landscape Outcomes Assessment Methodology –LOAM. Disponible en: <http://d2ouvy59p0dg6k.cloudfront.net/downloads/loaminpracticemay07.pdf>
-



Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

REDD+ Landscape / CCAD-GIZ Program
P.O. Box 755
Bulevar Orden de Malta, Casa de la Cooperación Alemana,
Urbanización Santa Elena,
Antiguo Cuscatlán, El Salvador, C.A.

T +503 2121-5100
I www.reddlandscape.org
www.giz.de



Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

REDD+ Landscape / CCAD-GIZ Program
P.O. Box 755
Bulevar Orden de Malta, Casa de la Cooperación Alemana,
Urbanización Santa Elena,
Antiguo Cuscatlán, El Salvador, C.A.

T +503 2121-5100
I www.reddlandscape.org
www.giz.de