



Annual retreat for landscape practitioners
The economic performance of forest landscapes

Kampar Peninsula, January 21st to 24th 2019

Tanah Air Beta
Annual retreat for landscape practitioners
“The economic performance of forest landscapes”

In January 2019 Tanah Air Beta convened a meeting for practitioners to reflect and share experiences on implementing Landscape Approaches in Indonesia. The meeting explored different aspects of landscape-scale processes, focusing on how to enhance benefit flows to the multiple beneficiaries of landscapes.

The meeting was held at the Hotel Unigraha at APRIL HQ in Pangkalan Kerinci. While the meeting aimed to develop and strengthen the implementation of landscape approaches across Indonesia, special attention was given to the *Restorasi Ekosistem Riau* (RER) and the forest landscapes where APRIL has plantations. We learned of the unique opportunities for restoration and conservation in the Kampar Peninsula and discussed how lessons learned from other landscapes may assist in delivering desired social and environmental outcomes in Riau.

The goal of the meeting was to bring practitioners together to discuss attributes of LAs that have not received significant attention in prior retreats or in publications. We discussed the institutional barriers of LAs and how to achieve political buy in, resilience, the opportunities for small and medium forest enterprises, the Sustainable Development Goals as a framework for assessing landscape performance, how embedded science can enhance LAs, principles of democratic conservation and ways of encouraging behavioral change amongst forest stakeholders. Each of these attributes raises specific challenges for Indonesia requiring bottom-up, context-based problem solving. Our discussions reinforced the value of sharing between practitioners, ensuring that research is informed by practice, and lessons continue to be shared between landscapes.

This report summarises the rich discussions that took place throughout the meeting and the options for continuing to build a network of landscape practitioners in Indonesia. We hope to establish a community of practice for implementing landscape approaches in Indonesia, creating opportunities for learning and exchange.

In Partnership with:

**Tanah Air Beta,
University of British Columbia – Faculty of Forestry,
James Cook University – Centre for Tropical and Sustainability Science,
University of Indonesia (Institute for Sustainable Earth and Resources,
Research Centre for Climate Change),
Restorasi Ekosistem Riau (RER) APRIL and The Tanoto Foundation.**

LANDSCAPE RETREAT PROGRAM

Monday 21st January

Presentations

- **Introduction by Jeff Sayer and Intu Boedhihartono**

JAS reminded participants that this meeting follows annual retreats that have been organized in Australia and Indonesia since 2012. A number of scientific papers on landscape approaches have been produced on the basis of the deliberations at the retreats. Each retreat has focused on a significant issue confronting landscape approach practitioners. This meeting will focus on benefit flows to stakeholders. The difference between landscape approaches and jurisdictional approaches was discussed. Many of the methods used by landscape approach practitioners apply equally to jurisdictional approaches. However there is an important distinction – many of the problems of natural resource management and conservation can only be solved by working across the boundaries of both geographical and institutional jurisdictions – it is these difficult – often “wicked” problems that are usually the specific targets of landscape approaches.
- **Burung Indonesia progress and update by Ria Saryanthi**

Yanthi updated the progress of the Burung Indonesia landscape approach projects in Indonesia and noted the difficulty of assuring continued funding.
- **Conservation Strategy Fund by Mubariq Ahmad**

The CSF is implementing integrated, geographically define projects - design to help mitigate and adapt to climate change. Mubariq reported on CSF activities in several Indonesian provinces and also reflected on Government of Indonesia policies and programs that adopt landscape approaches. He described the multiple elements needed to strengthen land use planning in plantation landscapes.
- **RER by Brad Sanders**

Brad briefed participants on the restoration project on the Kampar peninsula – this project will be visited by participants and is the prime reason for holding the meeting in the Kampar area.
- **CIFOR Kanoppi Project by Ani A Nawir**

Ani reported on numerous landscape initiatives by the Center for International Forestry Research.
- **Implementing the Sustainable Development Goals (SDGs) in Indonesia by Dwi Amalia Sari**

Dwi reported on her doctoral research on the use of the SDGs as a framework for assessing the impacts and benefits of landscape approaches in Riau and South Sumatra.
- **Taking a Landscape Approach to Forest Estate Management by Craig Tribolet**

Craig reported on forest landscape conservation activities in areas of the APRIL Riau concessions that lie outside the RER area – Craig also informed participants of the progress of the Fire Free Village initiative.
- **Landscape Approach proposals for RER by Joseph Hutabarat – FFI**

Joseph presented an account of the FFI work in the RER concession and outlined plans for future landscape work in the area.



Discussions during the workshop

Participants divided into 5 small groups to discuss emerging components of the landscape approach in Indonesia. The themes were:

1. Governance: *What are the institutional barriers to LAs? Do existing governance arrangements inhibit success?*
2. Resilience: *How do LAs help to create resilient landscapes?*
3. Small and Medium Forest Enterprises: *Do Landscape Approaches create a space for SMFES? Under what landscape conditions can they thrive?*
4. SDGs: *Can the SDGs provide a framework for assessing the benefit flows of landscapes?*
5. Embedded science: *Do action-research partnerships enhance the effectiveness of LAs?*

Following group discussions, we help plenary sessions for reporting, feedback and further reflection. Below is a summary of each discussion theme.

1. *What are the institutional barriers to Landscape Approach? Do existing governance arrangements inhibit success?*

Governance challenges are pervasive throughout landscapes in Indonesia. Landscape approaches aim to achieve better coordination between sectors and stakeholders and therefore contribute to overcoming governance challenges. However, inherent institutional barriers prevent the LA from meeting all of its goals. These include;

- Rent seeking motivations by stakeholders
- Conflicting/unclear institutional mandates/motivations
- Development priorities that do not align with landscape goals or other sectors (e.g. dept. Ag, Dept Forestry)
- Difficulties to deal with interests of some stakeholder groups (e.g. Indigenous Peoples)
- Institutional Silos at the root causes of a problem
- Lack of will to engage with stakeholders
- Lack of willingness of government agencies to change from business as usual
- Lack of technical capacity
- Lack of human resources
- Lack of government willingness to recognise land claims

Broader challenges also exist due to the existing government structure in Indonesia. The central government often overrides local government (e.g business permits which are allocated in 3 hours,

without consulting local authorities). Government agencies do not support local needs and do not utilise existing spaces for discussion and consultation, such as *musyawarah* and *musrenbang* (the process of community discussion about local development needs). Lack of consultation with local community is especially an issue when there are overlapping land claims. While Indonesia is making progress to address the mapping issues, such as the 2011 One Map Policy and the Constitutional Court decisions to return forest estate land to local communities, these initiatives require further improvement to be effective in their goal. Thematic, tenure maps are needed and should be available, along with concession maps, to communities in a transparent manner. Further steps that can be taken to overcome institutional barriers to well-functioning landscapes include;

- Continued reform of IP law and land laws to ensure recognition of land rights.
- Completion of One Map Policy
- Inclusive stakeholder process that harmonises processes between NGOs and government, such as joint team with government and local team for spatial planning.
- Use LA build consensus and contribute to spatial planning
- Use ethnography to verify land claims

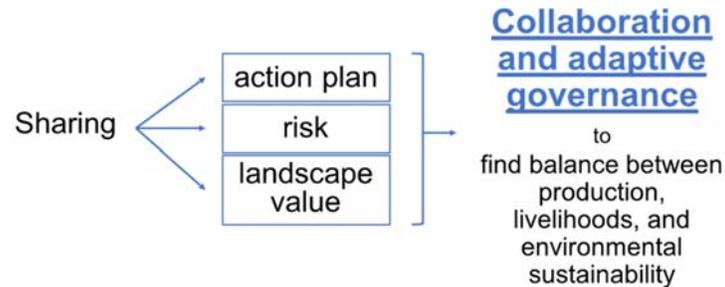
In Indonesia (and many countries), what happens at landscape scale is governed by centralised decision-making. The changes that then need to happen, in terms of policy and law, need to be influenced through interventions – or lobbying - beyond the landscape. This means that decisions that occur in the LA need to have a plan – a theory of change - to influence decision-makers in government. This refers directly to issues in landscape governance & multi-level governance and the need to have connections from landscape to central actors, (horizontal and vertical governance and interactions). To enable these connections and improve the likelihood of success, there needs to be a mixture of actors involved in LAs, from different levels of government. Policy Engagement and Influence Plans may be used to identify windows of opportunity and funding. IUCN projects are attempting to communicate landscape level actions to policy makers outside of landscapes.

Note - Power dynamics and historical legacies amongst partners can inhibit participation in landscape approach processes (esp. in context of recognition of IPs, land rights). To change, one needs to have transformative learning: single, double, triple loop learning, where learning in the final stages leads to changes in institutions, roles of actors, current governance arrangements often need to be challenged and changed.

2. How do LAs help to make landscapes resilient?

A landscape is resilient if it is able to recover and improve the social and environment systems resulting from disasters or shocks, such as environmental and economic shocks, and natural disasters. Threats to landscapes in Indonesia can include internal threats such as competition between stakeholders, or natural hazards, and exogenous threats, such as earthquakes and Tsunamis.

The landscape approach can help to mitigate internal and exogenous threats by supporting a process of creating an integrated management coalition. This involves stakeholders sharing action plans, risks, landscape values and collaborating with each other to incorporate the multiple ways in which threats may occur and resilience may be strengthened. Creating an integrated management process should lead to adaptive governance of landscapes, ensuring a balance between production, livelihoods, and environmental sustainability.



While this process may help to strengthen resilience, we identified three key factors likely to influence the effectiveness of the management plan.

- Who are the stakeholders? Who should be involved? How to ensure inclusivity?
Stakeholders are often defined in terms of who benefits from the landscape. Inherent power imbalances will limit the participation of some and inadvertently maximize it for others. Stakeholder involvement needs to be managed carefully. A positive outcome of this process could be risk-sharing, ensuring accountability between stakeholders.
- Consideration for slow variables and fast variables. Indonesia tends to focus on disasters that arise quickly, such as earthquakes or flooding. In many cases, actions leading up to the event can control the extent or consequences of the event but these are given little attention. Strengthening resilience requires understanding how slow variables change and influence shocks and taking action prior to the shock.
- How do we measure resilience? Resilience could be a transformation process and would enable a landscape to keep changing and hopefully improve its performance – it is not just returning to its prior condition. Metrics that capture this process could be difficult to develop and manage by stakeholders. These are challenges also faced by landscape approaches, which intend to influence multiple components of social-ecological systems but struggle to measure systems-level change.

3. Do Landscape Approaches create a space for SMFEs? Under what landscape conditions can they thrive?

- Who and what are the small and medium forest enterprises?

SMFEs share common characteristics of being small sized (whether measured by land area, production volume or value, number of employees, budget or capital deployed) and lacking power and influence in most respects. They occur across the forest landscape and the value chain: growing or harvesting wood, NTFPs like honey, bark, seeds, medicines and in some cases being paid for provision of ecosystem services. Many non-forest activities also occur in forest landscapes, often undertaken by the same people who undertake the forest-related activities.

- What sort of assistance do they need to get established and be successful and viable?

In Indonesia, SMFEs need support in several dimensions. Some require technical assistance such as how to increase yields, productivity, quality, reliability of supply etc. More commonly, they require commercial and marketing assistance. This could include access to markets, improved price, larger margins, micro-credit, and value-adding activities. SMFEs may also require social and cultural support. They may lack capacity and resources to build and maintain an enterprise, which could involve building social networks, obtaining required permissions, understanding legislation etc. Part

of these process may include overcoming institutional barriers or dealing with power and conflict, which may not be possible without external support. New technologies sharing market information, using drones for site assessments, support networks for people needing business advice may help to provide assistance need in an efficient way, creating new opportunities for SMFEs beyond traditional sectors.

- What characteristics of Landscape Approach might be relevant to SFMEs?

LAs typically integrate across scales, sectors and disciplines. LAs emphasise learning, flexibility and adaptability, cooperation instead of control, functional relationships rather than the limitations imposed by administrative, legal, and financial requirements. The LA is very context and location specific. It tries to be inclusive, flexible and pro-active. It focuses on solutions, not rules-based or administrative strait-jackets.

The LA continuously seeks to “tweak” or fine tune the systems of the landscape to give better environmental, social or economic outcomes without damaging the other two. It can be specifically and explicitly pro-poor, trying to help poor, marginal and vulnerable people in the landscapes, trying to correct the common biases in the status quo for big companies who can be very powerful and assertive. We observe that the LA can look for novel ways to create new and increased benefits for the micro-businesses and the households who are trying to get small business established. It can also help them negotiate and navigate their way through the maze of regulations at various scales which can completely overwhelm SMFEs.

There are many situations where systems designed to regulate large companies to limit social and environmental harm are being inappropriately applied to SMFEs who are doing no harm. The consequence is often smothering them or making their emergence or existence impossible. Examples included forestry regulations, FLEGT, certification schemes. LAs may need to deal with these barriers, working at local and national scales to influence policy.

4. Can the SDGs provide a framework for assessing the benefit flows of landscapes?

The SDGs are often hailed by international development organizations as the solution to global social and environmental challenges. Yet their implementation at the national and sub-national level is inherently difficult and complex. Firstly, because of the lack of consensus over what it means to achieve the SDGs. Should countries set programs and institutions to strategically implement each of the goals? Or are the SDGs simply a measure of progress, demonstrating if countries are reaching sustainable development goals through business as usual? Secondly, while overlap exists between the SDGs, there are clear trade-offs. For example, Goals 9 and 10 promote economic growth and industry, which is likely to inhibit progress in reaching environmental Goals 14 and 15. Finally, who is responsible for meeting the SDG goals? Should the government drive progress, or should companies and civil society be accountable? The answer is all of the above, but the reality may be somewhat different.

Using the SDGs for assessing benefit flows to landscapes requires accepting trade-offs and complexity. Any assessment for one SDG should be conducted recognising the positive and negative relationships the goal has with other goals. Consequently, the SDGs can only provide a framework for assessment if all goals are measured and applied to a landscape or jurisdiction. This is likely to provide a more useful and accurate measure of benefit flows than the assessment of the implementation of a single goal countrywide.

During the meeting we learned of APRIL's actions towards implementing the SDGs, primarily the impact assessment undertaken to determine which goals APRIL's key activities are contributing to. As a multinational natural resource-based company, APRIL's SDG initiative is a strong example of the actions companies can take to demonstrate their support for and contribution to sustainable development. However, it is important to maintain the SDGs as a broad integrated framework in this process. Selecting fewer SDGs and concentrating efforts towards these few can reduce the holistic impact of the SDGs as a framework for broad-based sustainable development. Furthermore, examining a portion of the SDGs may distort the reality and hide trade-offs that should be explicit.

The need to holistically examine the SDGs is a key message of this theme, relevant for government, companies and NGOs. Yet we must also underscore the importance of governance in achieving the SDGs. The Landscape Approach can only make progress towards sustainable development if it overcomes institutional barriers and improves governance. The SDGs must also be a product of good governance, requiring strong leadership from the Government, and support from the private sector and civil society. More attention should be given to how governance arrangements can support the achievement of SDGs, rather than a top-down approach to implementation.

5. Do action-research partnerships enhance the effectiveness of LAs?

Action research is a participatory, democratic process that aims to create knowledge and influence processes at the same time. It aims to support researchers, practitioners, policy-makers and local communities seek answers to relevant research questions, and find practical solutions to challenges. Action research can support LAs but traditional partnerships between researchers and practitioners are not sufficient to overcome challenges of LAs, such as institutional barriers described above. Instead, we describe a process of embedding science, ensuring that scientists wishing to better understand the networks of influence within landscapes are *part* of those networks of influence. This involves defining problems and research questions collaboratively with the people living and working in the landscape, and building communities of practice that continue to engage, share, seek solutions, and learn together in landscapes.

Constraints to embedded science exist. These include;

- Prescribed agendas by donors and funders that may differ from locally generated needs
- Bureaucratic restrictions on operations or activities
- Scientific culture and incentive systems that favor academic and elitist science

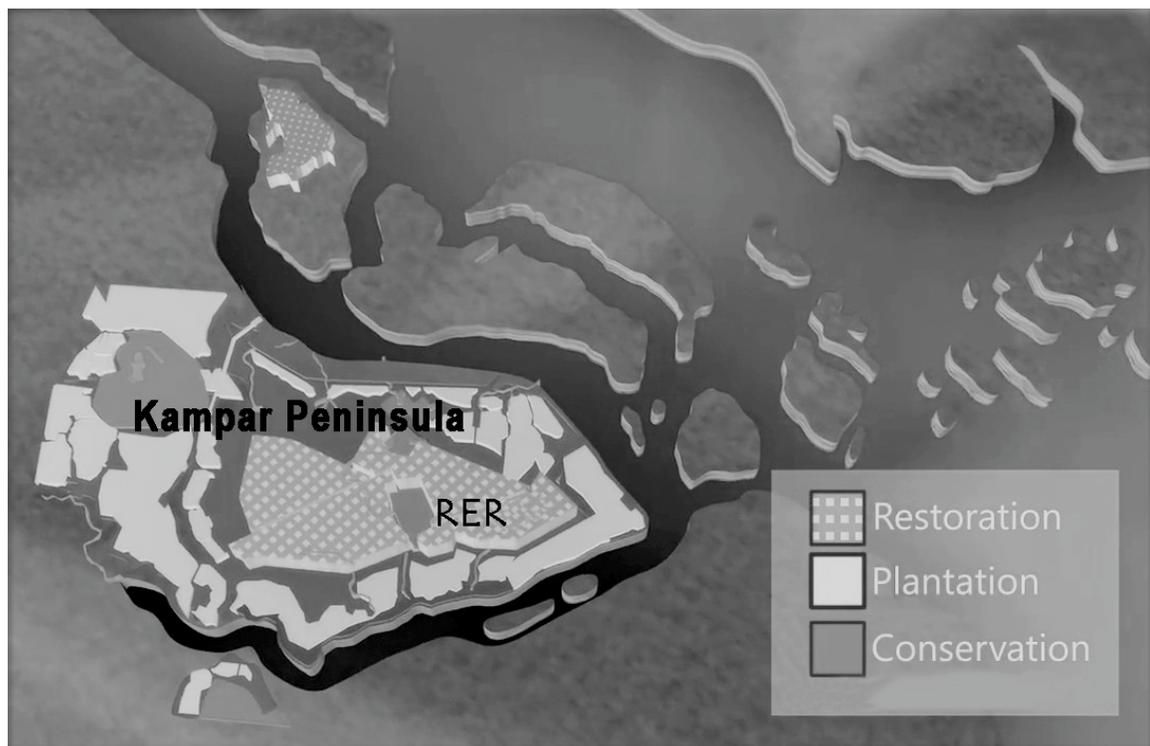
Constraints that inhibit embedded science also inhibit the implementation of the landscape approach. LAs drive a process of improvement based on local social and environmental needs. Goals should not be predetermined by donors outside the landscape. Yet business as usual including donor requirements and short-term projects continue to dominate conservation and development interventions. We identify the following actions that may help to overcome these constraints and improve the ability of embedded science to enhance LAs.

- More open discussion in the build up to interventions
- Understanding the research questions needed to be asked, such as what are the trade-offs and benefits; how do we define success and failure; and what are the social systems and networks
- Research and implementation need to take a bottom up approach instead of the usual top-down approach
- Understanding the interactions between different factors and actors
- Understanding the power relationships in a landscape

Tuesday 22nd January

On Tuesday participants attended one of two excursion options.

- (1) Visit to RER, including the GHG flux tower, nursery, eco-camp location, walk through peat-swamp and boat ride through a canal. The trip was guided by APRIL and RER staff, highlighting how the landscape has changed, ecosystem restoration initiatives and future plans.
- (2) Visit to community plantation area. APRIL has recently partnered with communities to manage an Acacia plantation to increase the wood supply to the APRIL mill in Pangkalan Kerinci. The trip was guided by APRIL and RER staff, and included visits to local communities and plantation forests. The group visit Penarikan village and met with the Head of the Village and several members of the community.



Map of Riau Ecosystem Restoration, Kampar Peninsula, Riau



Visit to the nursery



Exploring the Restoration Concession in the Peatland Area



Field visit to some plantation and community forests area



Lunch hosted by Penarikan village

Wednesday 23rd January

Presentations

- **WRI ROAM Project by Satrio Wicaksono**
Satrio provided an overview of WRI ROAM (Restoration Opportunities Assessment Methodology) and the steps involved in forest landscape restoration at multiple scales in Indonesia.
- **Results of the Q Analysis completed at the Landscape Retreat in Malinau 2017 by James Langston**
James shared the results of the Q Analysis conducted on “what prevents landscapes in Indonesia from functioning as well as they could?” Functionality was framed in terms of sustainability and ability of landscapes to deliver multiple benefits. Participants identified governance as a major inhibitor to landscape functionality. See: Langston, J. D., McIntyre, R., Falconer, K., Sunderland, T., van Noordwijk, M., & Boedhihartono, A. K. (2019). Discourses mapped by Q-method show governance constraints motivate landscape approaches in Indonesia. PLoS one, 14(1), e0211221. doi:10.1371/journal.pone.0211221
- **Documenting APRIL’s contribution to SDGs by Triana Krisandini**
Triana described the recent process conducted by APRIL to identify and analyze how APRIL’s activities contribute to the SDGs, highlighting key goals and strategies for continuing the process.

❖ Discussions

Participants divided into 3 small groups to further discuss important components of the landscape approach in Indonesia. The themes were:

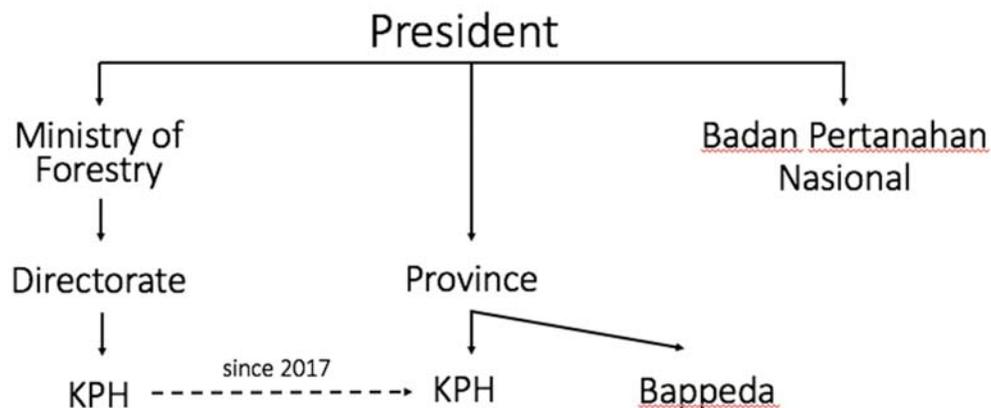
1. How to achieve political buy-in for LAs in Indonesia?
2. What behavioral change is needed in LAs?
3. Democratic conservation

Following group discussions, we help plenary sessions for reporting, feedback and further reflection. Below is a summary of each themed discussion.

1. *How to achieve political buy-in for LAs in Indonesia?*

To understand how to answer this question, we must first understand the political system in Indonesia. Who has authority to make and implement decisions relevant to the landscape approach? Prior discussion at the meeting identified two crucial scales of LAs in Indonesia; the landscape scale and the national scale. While many of our activities take place within landscapes, we recognise that progress cannot be achieved without a conducive regulatory environment, and that requires change at the central level of government. Furthermore, LAs must work within existing governance frameworks, which means working with forest management units (KPHs), the current agency responsible for managing forest landscapes.

KPHs currently sit under the provincial authority, which gives them their authority in forest landscapes. Experience suggests KPHs have insufficient capacity and leadership to achieve their mandate of integrated forest management. There is no incentive or obligation for other stakeholders to work with the KPH, and often KPHs do not have sufficient budgets to complete the required tasks. The effectiveness of KPHs varies across Indonesia, with more successful KPHs able to receive income from activities in the forest estate. The KPH in Lombok (previously West Rinjani) appears to function effectively as it receives income from the forest estate and performs as a leader in forest management responsibilities among communities and licence holders. Yet in other landscapes, such as RER, the KPH has not demonstrated similar initiative. Understanding how best to support the KPH to take a leadership role in forest landscape management is now a key focus in LAs in Indonesia.



Focusing on the RER landscape, the LA may need to develop alternative strategies to build an effective management coalition if the KPH does not function. These strategies could include working

directly with the provincial forestry office, or directly with other stakeholders. Signing a MOA with the provincial forest office may help create an incentive for the KPH and other government agencies to be involved in a LA. A government driven LA is more likely to lead to involvement by companies. However, if the KPH does not lead this process, it may be necessary to work directly with stakeholders to motivate their engagement. Incentives could include conflict resolution or demonstration of benefits of working together using evidence-based scenarios. Achieving political buy-in the RER landscape approach requires a two-pronged strategy; working with influential local government agencies to make the process happen and engaging at the national scale to ensure policy supports and enables KPH driven LAs in Indonesia.

As LAs continue to gain traction in Indonesia, more evidence is needed on how KPHs fit in the LA process. Multi-site comparisons could generate lessons learned on the conditions that allow KPHs to be effective forest landscape managers and the barriers to this. Lessons learned could include both landscape specific conditions and comparison of the capacity and resources of the KPH itself. With this information, exchange visits to well-functioning KPHs could provide a method for information exchange and capacity building for the KPHs requiring improvement. NGOs can facilitate this process but remain external, allowing government to lead the implementation of LAs. Research on KPHs should involve Indonesian universities and LIPI, strengthening partnerships and involvement of local institutions.

2. What behavioral change is needed in Landscape Approach?

Behavioural change in LAs is about influencing people, organizations and institutions to improve social and environmental outcomes. It is not just about the people living in the landscape, but includes the stakeholders, donors, practitioners, government, companies and relevant actors that exist at multiple scales. Understanding behavioural change requires understanding mindsets, incentives, willingness to change and the social, cultural and economic environment in which decisions take place. Consideration must be given to education, communication and tools, inequalities, goals, participation, policy, management systems and indicators for measuring change.

Behavior change is doing and thinking differently, transforming into a better future by bravely changing the mindset and strategically implement it in life.

What, when, where, who, how of behavioral change:

What does it takes to say “my/their” behavior has changed?

Behavioural change needs to include personality, activity and policy.

- Personality: KAP (Knowledge to Perception to Attitude and to Practice)
- Activity: scaled up benefits, diversified income (from traditional to economic driven – from non-commercial to cash economy)
- Policy at all levels (*adat, perda* etc)

When?

- When new initiatives start, short term needs, long term needs

Who?

- Define stakeholder: identification of agent / interest / representatives / roles of responsibility / political stands
 - Key in developing collaborative strategy

- Understanding gender balance in asset management, decision making, income generation
- Current and next generation
- Enablers:
 1. Dana desa
 2. Company partnership – for example: *desa bebas api* (financial benefit)
 3. Participatory decision making in villages
 4. Company's innovation to be a good corporate citizen.
 5. Combined power of government policy and local / *adat* rules

How?

- Start from household level
 - Changing the mindset
 - Building empathy
- Facilitate at all relevant level related to landscapes
 - Sub-village, village, city, district (adm), ecological landscape
 - Interconnected landscape
 - Understanding of learning process of all stakeholders
- Adjusting school & informal education curriculum to mind set up
- Influencing government policy
- Parallel efforts
- Developing incentive mechanism tailored to behavior change expectation and structure
 - Financial / economic benefit
 - Social benefit
 - Environment / disaster mitigation benefit
- Developing scenarios along the road map of change and alternative approaches
 - Risk anticipation
 - Winner / losers
 - Shocks / surprises
 - Preparing adaptive strategy to ensure resilience/sustainability
- Use traditional customary law/*adat* when necessary to be sustainable (religion, sasi etc)

Dare to change?

- Open: Hand, Heart, Mind, Will
- Dare to:
 - Imagine new/better future
 - Imagine stepping into the new possible (better future)
 - Think outside the box
 - Willingness to change and accept other ideas
- Push our donors to change? Get their feet wet, change donor preferences
 - Develop portfolio of donors (conventional, government, foundations, etc.)
 - NGO to change their approaches
 - Augmentation of local knowledge, wisdom & reconstruction of solution
 - Action research & embedded science to change preferences
 - Move to programmatic instead of one project approach
 - Communication and awareness campaign (even starting at household level)

3. Democratic conservation

Democracy describes a system of government that gives citizens a meaningful role in the decisions that affects their lives. Democratic conservation asks that conservation planners and practitioners engage with local stakeholders in a constructive and meaningful manner, recognising that top-down approaches are disempowering and often fail. Conservation needs popular support to be effective. Yet, conservation often means local stakeholders miss out on development gains that would occur if conservation did not happen. In some areas in Indonesia, conservation activities displace local people, either by preventing access to resources for income and livelihoods or removing access to land. Landscape approaches may help to reconcile these trade-offs but implementing agencies must be prepared to compromise.

How can we better adopt principles of democratic conservation to ensure local preferences are respected and conservation is more effective? Success stories in different countries show that democratic conservation is possible. For example, in Australia there have been cases where land was designated for conservation after negotiation with land owners reached agreement and determined appropriate incentives. However, as a highly diverse country, Indonesia is unlikely to find a 'one size fits all' solution. Currently, we observe a lack of understanding of the optimal conditions and implementation of conservation in Indonesia. There is a gap between science and policy making which makes conservation unlikely to succeed. Local people are not sufficiently included in discussions over spatial planning and rarely support conservation activities due to the lack of benefits offered to them. To overcome this gap, we must adapt conservation goals to local conditions. Protected areas should align with existing areas protected under customary or traditional arrangements, rather than superimposed onto different parts of the landscape. In some cases, areas designated for conservation may need to be re-assessed, recognising that if there is not local support, funds for conservation will be wasted and better spent elsewhere.

Democratic conservation ties in closely with embedded science. Embedded science aims to elucidate local preferences and bring them to the forefront of policy and decision making. Embedded science can highlight knowledge gaps, use transdisciplinary methods and partner with local communities to address power imbalances and create a platform for communication across stakeholders. However, this process also requires political buy-in. Conservation needs to be backed up by 'champions' - high government official who support and promote conservation. Recognizing how local people contribute to conservation and supporting bottom-up processes should be a core part of landscape approach activities by both NGOs and government bodies.

Thursday 24th January

Presentations:

- **The Institute for Sustainable Earth and Resources by Jatna Supriatna (University of Indonesia)**

Jatna presented the new center at University of Indonesia and the complexities of forming a multidisciplinary and interdisciplinary center to allow conservation and sustainable development activities to be pursued in parallel. ISER has the role of breaking down sectoral boundaries and will remain interested in the problems of landscape-scale conservation throughout Indonesia.

❖ Discussions

Following three days of rich discussion, we spent the final morning exploring how APRIL and RER might achieve goals of integrated conservation, production and restoration in the Riau landscape.

We structured our discussion around key questions:

- What can RER/APRIL do as they enter into the Landscape Approach?
- What level should processes take place?
- How to bring stakeholders together?
- Actionable items – how to move forward
- Lessons learned from other landscapes in Indonesia

Participants responded individually, and we then grouped their responses into 4 themes of research, policy, conflict resolution, and stakeholder engagement. Key messages of each theme are described below.

RER as a learning landscape

- A learning landscape is where we understand and can influence the processes occurring in a landscape.
- Collaboration with Indonesian universities. Support and empower UNRI significantly to take the facilitating role to address ecological and social issues
- RER could be learning and research center for peatland restoration - RER and Pelalawan could be home to the peat learning center in Indonesia.
- Research and science that includes all dimensions of social science and learning from the “process” of LA.
- Publish your approach (the APRIL case study) to learn about landscapes as the owners of a large landscape with extensive management
- Support local action research center bilaterally funded
- Potential research questions:
 - What are the spillover effects of the plantations on protected habitats – what are the options and opportunities to address these?
 - How to maintain landscape connectivity for mega fauna?
 - What are the key attributes of the peat hydrology that need to be restored and managed (i.e. beyond mean height across landscape?)
 - How to map all ecosystem services from the landscape including cultural?
 - Restoration is an expensive venture; how can the cost be brought down so it is a more inclusive venture?

Policy:

- Actions need to take place from local to national: from villages to districts to national (communities, stakeholders beyond and interest groups)
- Knowing the regulations, establish RER working group between company – government – NGO – local community – market
- Use peatland conservation as a common concern entry point across scales
- RER as a model for sustainable peatland management
- RER as a model for corporate contributions to conservation (encourage other estate crop companies to establish reserves in Indonesia)
- RER should try to be a leader within the Pokja RE / ERC working group
- Create a mission statement that is unique to APRIL that employees can be proud of. Ensure that Employees act as ambassadors.
- Develop a trust fund with independent board

Conflict resolution

- Define conflict and how it manifests – different ways exist of managing grievances depending on how they arise.
- Conflict resolution is a double-edged sword – it may inhibit implementation effectiveness, but may need to take the risk to resolve it.
- Show people why it is important to have open dialogue channels. What conflict needs addressing? What will arise? Who is and will be impacted and how?
- Acknowledge potential conflicts and resolve recurring conflicts
- For resolving bad feelings about historical legacies, it is often necessary to meet with those who felt violated to listen to their concerns, but then decide to move forward together. If that isn't done, then resistance might continue, which is counterproductive
- Find a trusted honest broker that can be accepted by all parties
- Engaging the enemy: bilateral commitment to KPH

Stakeholder Engagement

- **Bottom up approach**
 - o The starting point of every discussion should be the community, and as time goes by, discussions should move upward to involve the administration
 - o Sustainable landscapes require bottom-up approach: discussions have to begin at the lowest level of hierarchy
- **Community empowerment**
 - o Empower local communities and SMEs to be resilient through knowledge and skills
 - o Community empowerment could leverage the standard of living and diversify incomes to ensure communities continue RERs initiative after the contract is over.
 - o Participatory activities can improve community involvement
 - o The community needs to be seen in the light of their capacity and commitment
 - o Set engagement rules with local communities that address the imbalance of power
 - o Accommodate local communities through current initiatives of land and forest management i.e. social forestry
- **Communication and negotiation**
 - o Discussions can strengthen capacity of each stakeholder
 - o Ensure no stakeholder is overlooked
 - o Run scenario planning to understand and consolidate stakeholder views and expectations
 - o Build communication strategy related to the landscape issues – find the spirit of solution
 - o Find fun, nonconventional ways to bring stakeholders together. i.e eco-camp, international events to increase participation and engagement
 - o The main outcome of the Landscape plan should be the negotiation and discussion that it creates – building trust and relationships between stakeholders
 - o Create social learning platforms
 - o Let the “on ground” people deal with their issues and bring in senior people only as and when necessary
 - o It's all about incentives. Use evidence and scenarios to build a case for why stakeholders should work together.
 - o The personality of the representatives attending the meeting matters. You need people who are by nature: listeners, collaborative, constructive, solution seekers, able to look beyond the borders of their direct landholdings. If people who attend are defensive or disinterested attend it will not work.
 - o Utilize and map existing social capital for scaling up through collaborative processes

- **Targeting stakeholders**
 - o Develop survey of stakeholders to ID their issues on the landscape
 - o Use independent 3rd party for honest stakeholder exchange with Sinar Mas, BKSDA and representative of communities
 - o With the largest share in the landscape, APRIL through RER should influence and build capacity for the KPH.
 - o KPH as the bridging party should be able to facilitate.
 - o High level commitment across license holders on the landscapes of Kampar peninsular to enable downstream implementation
 - o Senior executives participate in initiating the process of LA planning
 - o Try to bring MOEF, BGR and provincial government along on the journey, even if they are sometimes obstructionist and slow everything down. They have to be part of the journey and at the destination.
 - o RER/APRIL should actively engage FMU and other government bodies in landscape context to share the common understanding of landscape challenges

Additional points:

- Acknowledge the complexity of government operation but do not get stuck only acknowledging and move forward
- Create a better environment where knowledge spillover are high
- Adaptive Governance
- Resilience Thinking
- Transparency
- Listen
- Flexibility
- Compromise
- Patience
- Stay ambitious: hold the vision

❖ **Meeting conclusion**

The 2019 landscape retreat was rich in enthusiasm and discussion. We covered a great number of interesting and complex issues relating to the landscape approach – each deserving a full week of attention on their own. We are grateful for everyone who contributed, presented, hosted and organized. The strength of the meeting is built upon the willingness of participants to share and learn. We hope that practitioners continue to find utility in the landscape approach, and practice can continue to inform research and knowledge generation.

Although the meeting highlighted many different attributes of landscapes, governance was a consistent thread throughout the discussions. Governance of Landscape Approaches can describe many different components - stakeholder engagement and negotiation, local institutions, national policy – each of these requiring thought and attention. We learned that good governance is a precondition for achieving the SDGs, and while landscape approaches can inspire a process of collaboration, communication and coordination, they cannot fix fundamental flaws in government structure. This reinforces the importance of working at multiple scales, driving changes in policy at the top level to create a conducive environment for progress at landscape level. The role of forest management units (KPH) in integrated forest landscape management in Indonesia became a central issue in many discussions, highlighting the need for further research on this issue.

The meeting aimed to draw attention to economic performance of landscapes, particularly the conditions in which local people can receive financial and other benefits from forests. This raises issues of equity and the role of the private sector in facilitating benefit flows from multi-functional landscapes, particularly in the case of ecosystem restoration concessions. While there is much scope to explore this further, our discussions during the meeting suggest that there is strong potential for NGOs and companies to nurture SMFEs. There is a significant need to strengthen the policy and institutional framework for SMFEs in Indonesia and remove legal obstacles that restrict smallholder market involvement. It may be useful to systematically gather information on this topic, building a case for bottom-up policy development that leads to more favourable conditions for SMFEs in Indonesia.

A welcome part of the landscape meetings is the opportunity for us to reflect on our own activities and behaviours. Discussions on behavioural change, democratic conservation and embedded science remind us that landscapes are a space for learning, and challenging preconceived notions of how conservation and development should happen. Landscape approaches need good leadership, evidence-based decision making and adaptive management. Practitioners, donors, researchers and other agencies should be responsive to local conditions, giving more attention to the process and end-users and moving away from input-driven models of what should be done. As the landscape approach moves into its second decade of practice, more can be learned from progress and impact to assess effectiveness and improve implementation.

❖ Future of the landscape retreat

Tanah Air Beta hopes to continue to support an annual retreat for landscape practitioners. Future meetings might be hosted by other agencies implementing a landscape approach in Indonesia, with a condition that the meeting is held in the landscape. Tanah Air Beta has committed to host a meeting on Landscape Approach in Maluku in late 2019 early 2020 and Burung Indonesia has offered to host an event in the future. Our final discussion included ways in which we can ensure the Landscape Approach meeting continues to benefit practitioners and meet emerging needs.

This includes:

- Strengthening and maintaining the LA practitioner network in Indonesia
- Linking students and local universities with LA network
- Diversifying and growing the LA network
- Seeking new opportunities and outputs, such as sessions at international conferences, published policy briefs
- Systematic exploration of new and interesting issues
- Using the LA network as a platform to influence and connect with government

Acknowledgements

TAB thanks all participants for their enthusiastic participation in the retreat. We are also grateful for the help provided by numerous staff of RER and APRIL in accompanying the participants and providing information on activities in Riau. We are grateful to members of several local communities that received us and joined our discussions. APRIL provided accommodation and logistic support for the retreat and the Tanoto Foundation provide funding to TAB to support travel and other costs involved in holding the retreat. We also like to thank UBC and JCU for their continuous supports.

PARTICIPANTS

No	Participants	Organization
1	Adi Gunawan	BAPPEDA, Lombok, NTB
2	Adinda Rizky	TAB
3	Adul (Fachri Aidulsyah)	LIPI (P2SDR), Jakarta
4	Agus Kastanya	Universitas Pattimura/TAB
5	Ani Adiwinata Nawir	CIFOR, Sustainable Landscapes & Food
6	Brad Sanders	APRIL/RER
7	Chris Margules	JCU/UI/TAB
8	Doug Sheil	NMBU, Norway
9	Dwi Amalia Sari	JCU, Australia
10	Emilio Valeri	TAB
11	Gretchen Walters	University of Lausanne, Switzerland
12	Han She Lim	JCU, Australia
13	Intu Boedihartono	TAB/UBC
14	James Langston	TAB/JCU/UBC
15	Jatna Supriatna	UI ISER / Belantara
16	Jeff Sayer	TAB/UBC
17	Joseph Hutabarat	FFI, Jakarta
18	Lena Jeha	FFI, UK
19	Mercy Rampengan	Red Cross and UNIMA
20	Mubariq Ahmad	Conservation Strategy Fund/UI
21	Muhammad Iqbal	APRIL/RER
22	Neil Byron	University of Canberra
23	Nyoman Iswarayoga	APRIL/RER
24	Gun Mardiatmoko	Universitas Pattimura, Ambon
25	Prayoto Tonoto	Forestry Dept, Pekanbaru
26	Prayitno Goenarto	RER/APRIL
27	Rebecca Riggs	TAB/JCU/UBC
28	Satrio Wicaksono	WRI Indonesia
29	Stephen Browne	FFI, UK
30	Supiandi Sabiham	IPB, Bogor/ IPEWG
31	Tiurma Siagian	APRIL/RER
32	Tom Walsh	Burung Indonesia
33	Ria Saryanthi	Burung Indonesia



For more information on Tanah Air Beta:

www.tanahairbeta.org