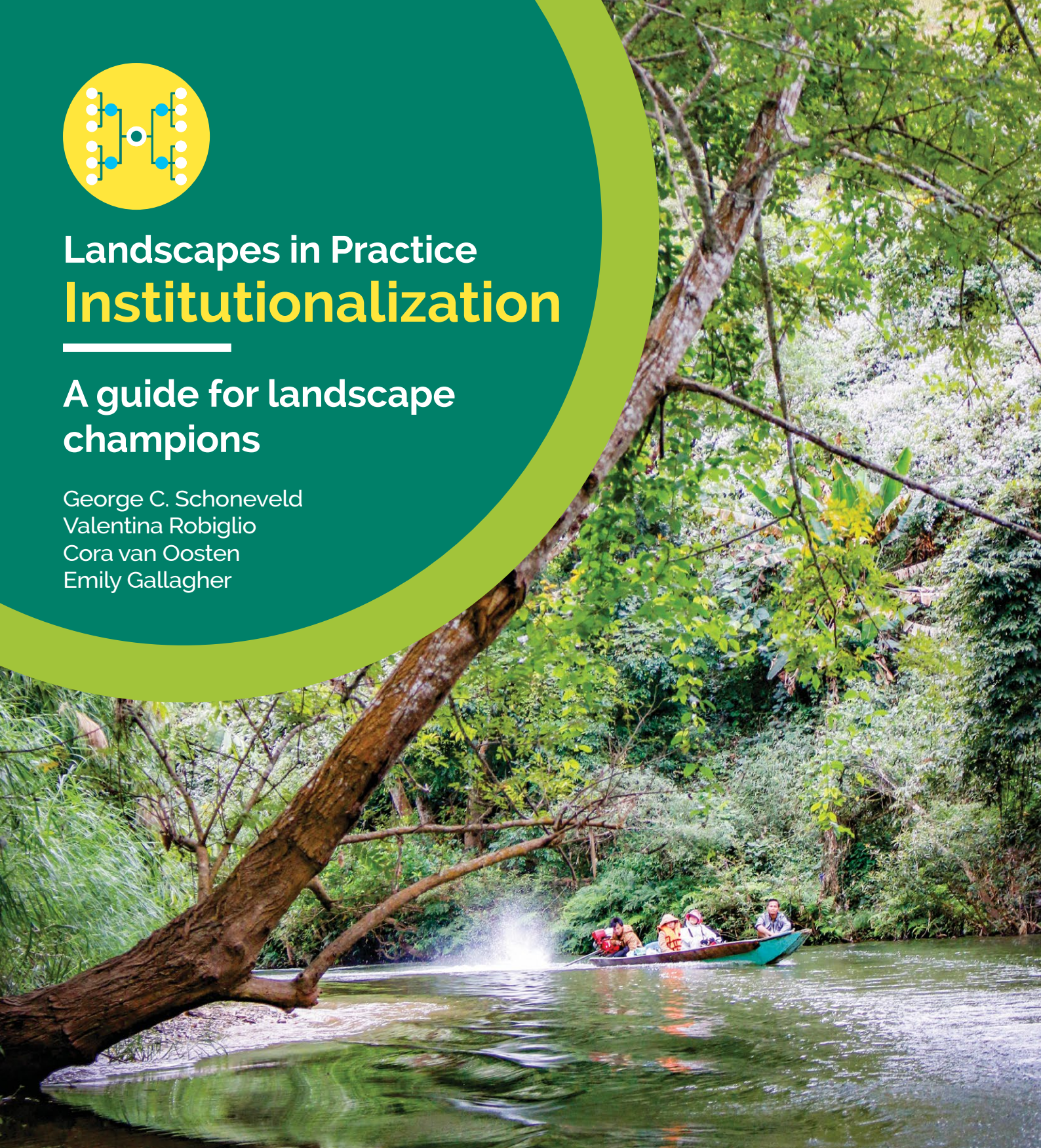


Landscapes in Practice **Institutionalization**

A guide for landscape champions

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Landscapes in Practice is a series of practitioner guides to facilitate implementation of the six core dimensions of landscape approaches. The series is supported by the European Union's Landscapes For Our Future programme, which supports 22 projects across >30 countries in the Global South, proposing Integrated Landscape Management as a process for fostering co-created sustainability and resilience in landscapes through adaptive, inclusive and integrating strategies.

For other guides in this series, see landscapesfuture.org/landscapes-in-practice.



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Key messages

If the impact of a landscape intervention is to endure, effective 'institutionalization' is needed.

- This can be achieved by embedding participatory, adaptive and cross-sectoral planning and decision-making processes in existing institutions and systems.
- Institutionalization can strengthen a landscape initiative's viability, continuity and resilience to disruption and political shifts. Plus it can open new avenues for influencing sustainable development policy and programming.
- Too little capacity, too few resources and too much emphasis on delivering short term, quantifiable impacts deter 'landscape champions' from effectively investing in institutionalization. As a result, there is a higher risk of their landscape initiatives losing momentum, especially when thought of only as 'projects'.
- Based on experience gained monitoring and implementing landscapes initiatives, we propose an eight-step strategy that can landscape champions to more effectively institutionalize a landscape approach.

In this guide, we explore the importance of institutionalization, and address the question of how to institutionalize and sustain landscape approaches. We then propose an eight-step strategy to help landscape champions institutionalize ILM practice and the processes they helped introduce. Our aim is to help Integrated Landscape Management (ILM) interventions to legitimize and integrate the approach into the landscape's existing socio-institutional structures, and foster resilience to long-term viability challenges that so often arise.



Background

Promising to fundamentally change how land is used, managed and monitored, the development community is increasingly turning to landscape approaches such as ILM to reconcile competing land uses and interests. These approaches emphasize more participatory, adaptive and cross-sectoral planning and decision-making processes. In complex and ever-evolving socio-ecological systems, they hold greater potential for delivering positive social and environmental outcomes compared to siloed and institutionally fragmented approaches.

While this sounds promising, participation issues, resource constraints and institutional complexities can make sustaining ILM initiatives a challenge – particularly when such initiatives have finite timeframes. Excessive dependency on external capabilities and resources can threaten the long-term success of landscape initiatives, particularly when these fail to attract sufficient political and social buy-in or to build the capacity of landscape stakeholders to autonomously organize and engage in participatory governance. When that external support ends, there is a significant risk that landscape stakeholders revert to business-as-usual.

To mitigate these risks, we suggest greater attention to **institutionalizing landscape approaches**. This involves embedding (new) rules, values, processes and practices within both formal and informal social systems until they become 'an institution', such that ILM becomes an accepted norm.

Institutionalization typically entails:

- (a) **Assimilating and embedding ILM** into formal and informal institutions (e.g., norms, practices, policies, laws, and regulations).
- (b) **Sustaining the changes** that implementation has engendered.

By fostering strong ties to both formal and informal institutions, ILM approaches are better placed to thrive and meaningfully contribute to socio-ecological sustainability. Strong embeddedness in such institutions help ILM attain greater long-term viability and resilience.

Key elements

The institutionalization of landscape approaches often centres around formalizing participatory, adaptive and cross-sectoral planning and decision-making processes. This entails several key elements:

- Bridging the gap between local institutions and formal state, civic, and economic structures.
- Recognizing and legitimizing multi-stakeholder fora (MSFs) and landscape governance arrangements that facilitate collaborative planning and decision-making within landscapes.
- Strengthening the administrative, financial and technical capabilities needed to manage and support collaborative planning and decision-making processes.
- Creating a supportive enabling environment by designing or adapting existing funding structures, policies and regulations and civic engagement to facilitate adoption and implementation of the landscape approach.

- Integrating and aligning landscape-level plans and technical solutions into existing planning structures and instruments (e.g., technical guidelines, sectoral and spatial plans, government budget cycles, or national planning frameworks).

An important dimension of institutionalization lies within **local social and political systems**. This includes not only the formal ones, but also a rich tapestry of behavioral norms, Indigenous practices, cultural traditions, stakeholder collaboration and other informal institutions that shape land-use practices. These local institutions have evolved over time, tailored to the biophysical and socio-economic characteristics of a landscape. Despite their informality, they hold significant social legitimacy and are thereby integral to successful institutionalization. In particular, bridging the gap between local institutions and formal state, civic and economic structures (e.g., through shared dialoguing and innovation spaces) can help to establish sufficient cooperation modalities to sustain landscapes approaches beyond the end of the intervention. This also helps landscape stakeholders to craft landscape-level plans and implementation arrangements with broad-based support that better reflects the needs and interests of a larger diversity of landscape stakeholders. Targeted capacity development is typically needed for this, especially when champions are no longer able to offer full support to landscape initiatives.

Embedding landscape principles and innovations within the landscape is, however, not enough to effectively institutionalize landscape initiatives. **Stakeholders, structures and processes beyond the landscape** can negatively impact the success of landscape approaches if initiatives are insufficiently embedded at higher scales and appropriately cross-jurisdictional boundaries. Ensuring landscape governance structures, MSFs, and landscape-level plans, for example, support and align with (sub-)national policies, processes and priorities helps to attract political buy-in, improve access to development funding, and strengthen landscape stakeholders' influence over relevant policy processes.



Often, policies and regulations are not fully conducive to delivering on new technical and governance innovations evolved through ILM. Strengthening vertical linkages can, then, create opportunities to shape the enabling environment for ILM, and help such approaches become the new norm.

Initiatives with deliberate institutionalization strategies thus stand to increase the continuity of landscape innovations and investments, while increasing the likelihood of generating lasting positive sustainability outcomes. The table below explores the full range of benefits that champions, as well as donors, governments and beneficiaries, can expect.



Benefits of institutionalization

<p>Greater alignment across vertical and horizontal stakeholder interests by bridging the informal-formal, the local-national and sectors.</p>	<p>Strengthened inter-sectoral communication, yielding coherence between sectors and policy-making that mitigate sectoral incongruity and building more integrated spatial plans.</p>	<p>Bridged jurisdictional boundaries to reduce spatial fragmentation and improve connectivity within and between landscapes.</p>	<p>Improved recognition of and support for novel (transboundary) governance arrangements more conducive to integrated, inclusive and participatory land management.</p>
<p>Facilitated mainstreaming, out-scaling and up-scaling of landscape approaches and associated technical and institutional innovation.</p>	<p>Sustained landscape approaches and innovation via improved political buy-in, formalized and integrated into public funding cycles and plans.</p>	<p>Reduced dependency on external project-based funding and exposure to changing donor priorities and electoral changes.</p>	<p>An enabling environment more conducive to ILM and which addresses structural barriers to implementation.</p>

Empowering farmers in Peru's forests: From law to lasting impact

Many Peruvian farmers live in public forests, unable to use the land legally yet reliant upon it. A new law aims to change this, granting farmers the right to use and protect forestland through 'Agroforestry Concessions' – essentially, farming in harmony with the forest to improve their wellbeing and achieve restoration and forest conservation targets.

But converting this from law to reality proved complicated. Different government agencies across levels and sectors were not able to effectively cooperate, and farmers lacked the support to navigate legalities and comply with sustainable management requirements.

Enter the Landscape Approach

To address this, a development project taking inspiration from systems- and landscape approaches - was initiated to help farmers better comply with and benefit from their new rights. This centered around building government and civic capacity to support farmers more effectively and improving coordination across sectors and scales. A nested network of MSF was established in which farmers, cooperatives, NGOs, financiers, research institutions and government officials could share knowledge, engage and cooperate.

Think of it as a web of interconnected spaces involving community platforms where farmers discuss challenges and solutions specific to their areas; regional platforms that bring together community, government and NGO representatives to tackle broader legality and sustainability issues; and national platforms serving as a central hub connecting all levels and influencing policy.

The Impact

Legal recognition: the network's cooperative efforts gained official recognition from regional governments, solidifying its voice and influence.

Policy power: the network successfully shaped laws, regulations and public funding allocations to support legalized agroforestry.

Technology adoption: digital monitoring systems and evaluation frameworks were developed to ensure long-term effectiveness and accountability.

Local ownership: the project empowered farmers' groups and local partners by reducing dependence on external interventions and funding and incorporating local knowledge into practice.

The result?

The basis for a lasting impact that goes beyond the project's lifespan was established. Authorities and civil society cooperate more effectively, with many farmers able to legally farm in the forests thanks to a cooperative approach that bridges divisions and nurtures an integrated vision.

The way forward

The instruments, tools and structures generated by the project are in place and embedded in new policies and procedures, but further consolidation and funding continuity is needed to sustain impact and maintain political traction.



Barriers to Institutionalization

Despite multiple benefits, institutionalizing ILM can be challenging. 'Landscape champions' will be confronted by myriad context-dependent barriers. We understand landscape champions as the people leading a landscape intervention. Such barriers can stem from **existing governance and civic engagement systems**, both within and beyond the landscape, that are weak (e.g., external barriers). Barriers to institutionalization can also emerge from **within initiatives** (e.g., internal barriers). Sometimes landscape champions are not equipped to fully consider local nuances or they lack the necessary capabilities and commitment for effective institutionalization.

External barriers to institutionalization

Conflicting institutional norms and structures

Existing institutional norms may clash with the principles of participatory decision-making and ILM. This divergence can be attributed to competing and contradictory values, mandates and objectives, and associated bureaucratic structures that produce and entrench these.

Risk-aversion and resistance to change

Power imbalances, vested interests, and a reluctance to embrace change and the unfamiliar hinder institutionalization efforts. The fear of jeopardizing established interests by recognizing and aligning with landscape initiatives often leads to resistance. Greater participation, accountability and transparency that many landscape initiatives promote, while essential, can threaten these entrenched positions.

Network instability and turnover

Within networks of landscape actors, turnover and instability pose significant challenges. Electoral shifts and unfavorable working conditions contribute to this volatility.

Ethical dilemmas to engaging with the public sector

In certain contexts, effective engagement with the public sector may require compromising ethical standards. Landscape champions may

find themselves caught between the need for cooperation and the constraints imposed by unethical practices, such as corruption or payment-for-engagement.

Internal barriers to institutionalization

Selective application of integration and participation principles

Landscape champions often advocate for integration and equitable participation but may not consistently apply these principles. For instance, they might, due to their own strategic priorities and expertise, focus on a limited set of predefined sectors or target specific beneficiary groups. Consequently, the essential cross-sectoral engagement and synergies required for effective institutionalization remain elusive.

Distrust of government agencies

Civil society and market actors are frequently skeptical of government agencies, particularly at the national level. Their concerns may stem from perceptions of excessive bureaucracy, rigidity, susceptibility to vested interests, and capacity gaps. As a result, they may opt to work independently rather than collaboratively with government agencies.

Network and engagement gaps

Landscape champions may lack the necessary networks or experience in policy engagement. This could, amongst others, be a product of (a) historical absence or limited embeddedness in the landscape; (b) overemphasis on technology-oriented approaches; or (c) insufficient capacity to confidently engage the private sector or policy processes.

Short-term focus vs. long-term institutionalization

Many landscape champions prioritize short-term outcomes, potentially neglecting investments in long-term institutionalization. Balancing immediate results with the need for sustained impact can be challenging, especially when donor and political pressures demand rapid visible changes.

Territorialism

Competition for funding, especially between undercapitalized national and grassroots civil society organizations, discourages cooperative civic action and effective information sharing. This hinders co-innovation and coordinated policy action.

Logframe lock in

During project design, many landscape champions fail to incorporate dedicated institutionalization activities, outputs and outcomes into their logframes. When funders offer insufficient flexibility to revisit logframes and associated budgets, champions are unable to adapt their strategies and adequately invest in institutionalization.

To address the above barriers, landscape initiatives must be anchored in a programmatic change vision from the outset. Proactive steps include securing institutional endorsement and building upon earlier experience. Without such groundwork, the institutionalization potential within the project's lifespan remains limited. An effective institutionalization strategy nesting within projects' theories of change is essential to overcoming these challenges and ensuring lasting impact.



An ILM institutionalization strategy

We present an iterative eight-step strategy designed to harness the benefits of institutionalization while addressing barriers. This strategy is contingent on effective implementation of other ILM dimensions and draws from firsthand implementation and evaluation experiences of development projects adopting landscape and jurisdictional approaches. Champions can tailor this strategy by combining, skipping, or adjusting the sequence of steps to suit their specific context and needs.



1. Anticipate

It is crucial to anticipate implementation barriers both within and beyond the landscape. This requires a **participatory appraisal** that helps identify strategic stakeholders and the structures, processes and capacities the initiative should aim to influence or build, based on the initiative's common vision.

Stakeholders must also identify national or regional policy processes, relevant stakeholders, and (informal) social institutions aligned to their common vision. These institutions can enhance initiative legitimacy and provide strategic opportunities for leveraging existing political commitments.

Identifying **continuity and viability challenges**, along with potential solutions, is essential. Early anticipation of existing and future resource and capability gaps enables landscape initiatives to foster the buy-in and cooperation needed for better managing and responding to the disruptions and resolving resource and capability gaps confronting the initiative.



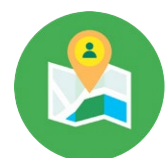
2. Involve

Strategic stakeholders identified in Step 1 should be **actively engaged early in the initiative's relevant co-creation events and multi-stakeholder processes**. Initially, these stakeholders can provide inputs into identified challenges

and opportunities, as well as associated institutionalization options. Their involvement further strengthens external buy-in. In later phases (such as during landscape planning), such stakeholders can contribute valuable **expertise and perspectives** that may otherwise be lacking.

To minimize risk of external interference and capture, mutually agreeable terms of reference and work plans should guide participation.

This step can be combined with Step 1 when more participatory approaches to identifying implementation barriers are necessary.



3. Plan

Co-develop an institutionalization strategy with project (boundary) partners that addresses the challenges, builds synergies, and capitalizes on the opportunities identified in Step 1. The strategy should aim to leverage the diversity of skillsets, experiences and relations of landscapes stakeholders.

Weave strategy into the initiative's theory of change and implementation strategies to ensure cohesion and alignment with the initiative's common vision around desired outcomes and exit.

Maintaining flexibility (and adaptivity) is key, and regularly revisiting implementation, learning and strategy is essential.



4. Align

Align landscape initiatives with relevant internal and external policies, plans, strategies and institutional structures. Reaffirming that the initiative directly supports internal and external priorities and interests can enhance external buy-in and traction. There are many options for this, that may include:

- **Seeking legal recognition:** advocate for legal recognition of the approach and institutional arrangements within the focal landscape.
- **Strengthening alignment and complementarities:** alignment with existing political decision-making processes and structures can prevent competition, conflict and redundancy.

- **Embedding landscape plans and actions** into local government planning cycles. This local government integration helps secure public sector resources and enhance coherence between government and landscape plans.
- **Contributing explicitly** to government, donor and/or private sector sustainability and climate change targets. Integrate relevant performance metrics into monitoring and evaluation frameworks.
- **Facilitating uptake:** encourage smallholders, Indigenous peoples and local communities to adopt global sustainability standards such as certification schemes.



5. Document

Systematically document successes, barriers and failures of the landscape initiative, particularly in relation to adoption, replication and scaling of landscape initiatives and associated solutions. Effective documentation requires regular (rapid) evaluations of both processes and outcomes. Various methods can be employed, including surveys, progress logs, focus groups, and spatial analytics.

Approaches such as Outcome Harvesting, Process Tracing, and Contribution Analysis subsequently permit causal attribution. This is crucial for identifying structural or contextual barriers that require further attention. The guidelines developed by ODI outlines these approaches (See suggested reading).

The six ILM dimensions can guide the application and parameterization of these approaches. Emphasis should be placed on documenting experiences related to establishing a common vision, creating MSF, and designing technical tools, amongst others.

Methods and tools used to document should be aligned with the initiative's monitoring, evaluation and adaptive management strategies.

Effective documentation facilitates continuous adaptation and improvement of institutionalization strategies, while also creating the evidence on the structural implementation barriers external stakeholders need to adjust their policies, plans, strategies and interventions.



6. Communicate

Strengthen engagement and awareness among both internal and external stakeholders by communicating initiatives' progress, documented achievements, lessons learned and results.

Explicitly integrate institutionalization objectives into the initiative's communication strategies.

Create accessible audiovisual materials (such as videos, photo essays, and infographics) to creatively depict realities on the ground. Most Significant Change stories that resonate with strategic stakeholders and their performance targets can furthermore be impactful.



7. Learn

Facilitate vertical and horizontal learning by establishing spaces for stakeholders to exchange experiences and knowledge across scales and between sectors and societal domains. This can involve connecting actors involved in implementing or impacted by landscape initiatives with strategic stakeholders both within and beyond the landscape.

'Exchange spaces' that facilitate this may include field visits, landscape-level workshops, or national-level platforms involving other landscape initiatives.

Exchange spaces can help raise internal and external stakeholders' understanding of the impacts of their policies, regulations, and interventions on sustainability and integrated management, and to identify context-appropriate solutions and opportunities for building improved horizontal and vertical coordination. Landscape actors in turn will better understand the 'meta-structures' and overarching sustainability dilemmas that can inform their institutionalization strategies and strategic positioning.



8. Influence

Once steps 1-7 have been completed, landscape stakeholders are better positioned to influence enabling environments. This can be achieved through the following approaches:

- Leveraging co-learning and exchange spaces once common ground and shared interests are established.
- Collaborating with influential bridging organizations better placed to impact rules, values, processes and practices beyond the landscape. This often includes donors, diplomatic missions, and multilateral agencies with experience navigating and applying influence within domestic political spaces.
- Addressing the sectoral disconnects and siloes similarly confronting landscape initiatives at higher scales. The lessons learnt from building cross-sectoral synergies and relationships within landscapes can be applied here. Facilitated cross-sectoral dialogues at higher scales can be an impactful pathway for strengthening enabling environments for ILM.

Risks of institutionalization

Even though ILM can significantly benefit from proper institutionalization, there are inherent risks. When designing institutionalization strategies, pay particular attention to the following three:

Interference

Integrating landscape initiatives into policy processes and structures beyond landscape boundaries introduces the risk of external interference. This can enable state and commercial actors invited to participate in co-creation spaces to exploit capacity gaps and power imbalances to advance political and economic agendas inconsistent with landscape priorities.

Capture

Some stakeholders may intentionally capture landscape innovations. For example, by being seen to champion and invest in landscape initiatives, stakeholders gain social legitimacy, reputational value, and economic goodwill. However, other actors may have vested interests in maintaining the landscape status quo and may attempt to dictate strategic directions.

Scaling dilemmas

Many landscape initiatives seek to 'upscale' lessons and approaches to national policy, based on the assumption that this will create a more favorable national policy environment. However, replicating landscape successes from one location to others is challenging due to context dependence. A more sustainable approach is to 'scale deeply and widely', for example, by helping remove obstacles hindering landscape initiatives.

This may include improving tenure rights, formalizing landscape governance arrangements, and introducing (fiscal) incentives for landscape initiatives.

These risks can be managed when explicitly recognized in the institutionalization strategy. Safeguarding mechanisms may need to be developed to ameliorate such risks.

Connecting Ghana's cocoa forests: From community conservation to landscape legitimacy

Cocoa farming, a vital livelihood for nearly a million Ghanaians, has also been a leading driver of deforestation. However, with growing support for REDD+ and climate-smart agriculture, cooperative and integrated initiatives offer new hope for sustainability.

Bridging actors, sectors and landscapes

The Ghana Cocoa Forest REDD+ Programme (GCFRP) stands as a prime example of such initiatives. This pioneering programme employs a 'jurisdictional approach' to tackle deforestation at the landscape level. It achieves this by harmonizing diverse and often conflicting interests through a multi-stakeholder framework that builds upon existing community-based forest management structures, and incorporates local government, traditional leaders, civil society, and even cocoa companies into decision-making processes. Resource management agencies and national civil society actors bridge the gap between these groups and facilitate policy coherence across different jurisdictions. This innovative nested design has fostered unprecedented cooperation between the forestry and cocoa sectors, leading to increased shade trees on farms and incentivized sustainable tree management.

The impact

New institutions: improved horizontal and vertical cooperation has enabled the direct distribution of shade trees to cocoa farmers.

Policy and practice: forestry policies now recognize farmers' ownership rights for trees planted on their land. Additionally, both cocoa and forestry technical programmes have aligned their recommendations for tree species and densities on cocoa farms.

Multistakeholder governance: formal and informal institutions are seamlessly integrated within jurisdictional and landscape governance structures,



ensuring representation from community forest user groups to civil society, the private sector, and decision-makers.

Land-use planning: farm-level and jurisdictional land-use plans are coordinated by NGOs and government, although sustained integration and planning require long-term funding solutions.

The legacy: A landscape transformed

By building these structural connections, the GCFRP has successfully embedded existing conservation efforts within a broader landscape approach. This has led to increased tree cover across Ghana's cocoa belt, demonstrating the power of nested collaboration in tackling complex environmental challenges.

Stakeholder roles in institutionalization

Landscape champions



Develop an informed institutionalization strategy corresponding with place-specific barriers and opportunities through participatory methods.



Start this process early, preferably during the initiative's design phase and ensure integration into the initiative's theory of change.



Regularly reflect on the effectiveness and continued relevance of institutionalization strategies using appropriate monitoring and evaluation approaches.



Do not sacrifice time and resources on institutionalization by (perceived) pressures to deliver measurable and externally visible outcomes in the short-term.



Introduce checks and balances to ensure institutionalization does not undermine the initiative's objective and philosophy.

Country governments



Identify and partner with bridging organizations with the necessary networks and technical expertise to engage landscape initiatives to bridge scales and sectoral divides.



Establish communication and co-learning structures with bridging organizations that allow for both vertical and horizontal communication and learning with and between country's landscape initiatives.



Monitor landscape initiative performance to identify implementation and continuity barriers through bilateral exchange mechanisms or reporting requirements.



Assess the enabling environment to identify actionable policy and regulatory adaptations that help to facilitate, implementation, mainstream and scale ILM.



Afford legal recognition, responsibilities and rights to ILM systems and platforms.

Funding agencies



Demand institutionalization strategies be developed by champions during the project design phase, and that these be incorporated into initiatives' exit strategies and theories of change.



Ensure adequate capacity and resources are available by initiatives (consortiums) to deliver on institutionalization strategies and appropriate bridging organizations are engaged.



Conduct annual reviews of initiatives' institutionalization progress and performance, ensuring appropriate process indicators are incorporated into initiatives' monitoring and evaluation frameworks.



Be flexible by encouraging initiatives to revise their logframes periodically based on challenges and opportunities encountered.

Recommendations

This LFF Landscapes in Practice guide outlines institutionalization benefits and barriers and proposes an iterative approach that can help landscape champions better embed their landscape initiatives into existing institutional structures and systems.

Evidence has shown that concerted institutionalization efforts help landscape champions improve the outcomes, sustainability and durability of ILM. To achieve this, different stakeholders can play different roles in helping better institutionalize landscape initiatives and approaches.

Suggested reading

Brouwer H, Woodhill J, Hemmati M, Verhoosel K, van Vugt S. 2017. The MSP guide: how to design and facilitate multi-stakeholder partnerships. Wageningen University and Research.

Practical guide for designing and facilitating multi-stakeholder partnerships. Comprehensive overview of the theory and practice of MSP, with tools, tips and case studies of MSPs that work.

Brown LD. 1991. Bridging organizations and sustainable development. *Human Relations*, 44(8), 807-831.

Academic article that explores the role of bridging organization and strengthening cross-sectoral and vertical linkages between institutions.

Colyvas JA and Jonsson S. 2011. Ubiquity and legitimacy: Disentangling diffusion and institutionalization. *Sociological Theory*, 29(1), 27-53.

Academic article that offers a rich conceptualization of institutionalization within sociological systems.

De Graaf M, Buck L, Shames S, Zagt R. 2017. Guidelines: assessing landscape governance – a participatory approach. Tropenbos International and EcoAgriculture Partners.

Practical guide for assessing the level of sustainability and inclusiveness of landscape governance arrangements, with replicable methods and practical guidance to use.

Pasanen T and Barnett I. 2019. Supporting adaptive management: monitoring and evaluation tools and approaches. ODI.

Practical guide that presents different monitoring and evaluating tools for adaptive management, which can be applied equally to documenting institutionalization processes and outcomes.

Van Oosten C. 2013. Forest landscape restoration: who decides? A governance approach to forest landscape restoration. *Natureza and Conservação* 11(2): 119-126.

Academic article that explores how local informal institutions and multi-stakeholder processes within landscapes can better reconcile global concerns with local interests.

Woodhill J. 2008. Shaping behavior: How institutions evolve. The Broker Online.

Blog on institutional behavior and institutional change. The text highlights the different types of formal and informal institutions and defines pathways for institutional change.

Other guides in this series

For more information or downloads of other guides in this evolving series, see landscapesfuture.org/landscapes-in-practice.

PHOTOS: Front page: The Nam Nern Night Safari in the Nam Et-Phou Louey National Park in Laos is an award-winning eco-tourism venture that illustrates how institutionalization can strengthen a landscape initiative's viability and continuity. *Photo by Dominique le Roux/CIFOR-ICRAF.* P2: The landscape at the heart of our Zimbabwe project is institutionalized through the Gonarezhou Conservation Trust, which includes, amongst others, representatives of the Zimbabwe Parks and Wildlife Management Authority and the Frankfurt Zoological Society. *Photo by Dominique le Roux/CIFOR-ICRAF.* P4: *Illustration by Midjourney.* P5: The Enelda Sayago Velasquez, seen here with husband Abilio, and daughters Damaris and Talita, has been appointed and trained as focal point of the community agroforestry group and entitled to an agroforestry concession. *Photo by Ahtziri Gonzalez/CIFOR.* P10: Ripening cacao pods in Ghana. *Photo by Dominique le Roux/CIFOR-ICRAF.*

