



20
17

EIGHT YEARS ON THE LANDSCAPE

THE CURRENT STATE OF



WHAT

A brief history

HOW

Approach and Finances

WHERE

Our Landscapes

“The success of an intervention depends on the interior condition of the intervener.”- Bill O’Brien



FOREWORD

CYCLES

Living Lands was founded in 2008 and has emerged out of a seven year process. In many different cultures and belief systems, the number seven is a magical and meaningful number, representing renewal and growth. Physiologically, our body's cells also rejuvenate and regenerate completely every seven years, yet the body and person remains the same. In the same vein, I feel that is where Living Lands is presently. The organisation went through a cycle of seven years with different people and projects moving through and renewing us. We are now in the eighth year and are still the same organisation, with the same passion and drive that we started off with. We bring the ecological, social and personal together in order to create living landscapes from a holistic point of view.

REFLECTION

Living Lands started to intervene and explore landscapes from a scientific and academic point of view in order to understand systems. Our approach in the beginning was very consultative in that we thought that the best way to achieve living landscapes was to tell people what to do and what not to do. Through our engagement, we learnt that this approach was not effective and that true participation is not merely consulting with people, but means to engage deeply with individuals, trying to understand and empathise with them. This understanding of participation came to Living Lands through a book called *Presence* which introduced us to the Theory U, developed by Otto Scharmer at MIT. Theory U focuses on shifting your interior state as an organisation. By listening deeply to people on the landscapes, we came to realise that people have their own potential, their own growth and their own opportunities. As an organisation we saw ourselves as cultivators that nurture what is already in the soil, for it to flourish into its potential.

One of our main challenges as an organisation over the past eight years has been the tension between achieving our goals, while working towards becoming redundant on the landscapes. By redundancy we mean that stakeholders on landscapes are able to take ownership of projects and guide these projects without our help. Achieving redundancy is also a challenge of identity and ego because of the need to want to be successful in the eyes of others and to generate funding. This hinders individuals to truly take ownership of visions and interventions on landscapes.

GOING FORWARD

Like a physical body, Living Lands has been renewed over the past seven years. Many people who started in the beginning are no longer with us, however, this has been met with new people stepping in and stepping up. The first seven years was about exploring what we can do to work towards socio-ecological restoration, what our positioning is and where our strengths lie. We envision that the next seven years will be to consolidate work and mobilise people towards creating a collective vision. We will therefore continue working with universities to understand systems more deeply so decisions can be made from a deeper understanding. We will also capitalise on our experience, knowledge and skills and continue with open dialogues with stakeholders to explore how our skills and expertise can support others and begin to build more dynamic partnerships. The next seven years for Living Lands will therefore be marked by consolidation, strengthening, building partnerships and creating impacts.

Dieter van den Broeck, Co-founder and Chairman of the Members

EXECUTIVE SUMMARY

INTRODUCTION

The purpose of this report is to provide an overview of how we began, what we have been working on and where we see ourselves going in the future. It describes the unique landscape approach we use towards achieving living landscapes as well as the different catchment areas we work in. This report provides an overview and summary of our organisational history, activities, projects, achievements and finances for the time period from September 2008 to October 2016, as well as previews 2017 and future plans.

HOW AND WHERE WE WORK

We see ourselves as facilitators on landscapes. Over the years we have developed and applied our Living Landscape Approach which draws on "Theory U", a tool and theory developed to help facilitate profound social and ecological change. We use a bottom-based and top-guided process in our work as Landscape Mobilisers, Knowledge Brokers, Facilitators, Business Developers and Landscape Innovators.

We facilitate social learning and change processes with stakeholders on landscapes, develop knowledge systems which become key leverage points for landscape transformation and implement new ways of thinking and doing in socio-ecological rehabilitation.

We are currently working in the Eastern and Western Cape provinces of South Africa, in the following catchment areas: the Baviaanskloof, Langkloof, Sneeuberg and Cape Town.

We are a group of people who love what we do, and we have learned many lessons from both our failures and successes. Much more potential lies ahead for us as we continue working in our current landscapes as well as expand to other landscapes where similar needs have been identified.

FROM SMALL BEGINNINGS TO BIG VISION

The vision of wanting to restore degraded landscapes to living landscapes was imagined by a group of enthusiastic researchers and practitioners in the Baviaanskloof Valley about 12 years ago.

This initial idea was supported by Working for Water and Wageningen University. The vision grew bigger and we were officially founded in 2008 as a Not-for-profit Company working in the Eastern Cape. Our vision is: collaborations working on living landscapes.

We had a strong drive to put research in to practice, bridging the knowing-doing gap and create a change on the landscape for a better world.



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INTRODUCTION

THIS REPORT

This report follows on from a previous 2012 report, "Living Lands Four years on the landscape: A Review, December 2012" (available on our website). These reports are developed to provide a clear overview and summary of our organisational history, activities, projects, achievements and finances. This report provides an overview and summary for the time period from September 2008 to October 2016, as well as previews 2017 and future plans.

Provided is an overview of our history, our vision and mission and the approach we developed to do our work. We then describe where we work, including the projects and activities we are involved in, who we are, and how our organisation is structured and guided. The report is concluded with a financial overview, a section on our partners and where we see ourselves going in the future.

LIVING LANDS

While it is sometimes hard to grasp and explain what we are and what we do, we like to think of ourselves as facilitators on a landscape. We like to empower all stakeholders to reach their and the landscapes' full potential. We generate ideas together, co-create plans, conceptualise these plans and if nobody can do the job, we believe we can give it a try and innovate during the implementation of our projects. We are committed to a landscape, which means we have a long term vision for the landscape, carried out by living on the landscapes with the community with which we work. We like to bridge the knowing-doing gap and work with local and international universities and knowledge institutions. For long-term and financial sustainability we incorporate the 4 Returns model of Commonland where applicable.

As an organization we function as a family. We enjoy taking on challenges both big and small, from planting 100 hectares of lavender and rosemary for essential oils in the Baviaanskloof to stomping around streams over a weekend with a bunch of school kids.

Since 2008, we have matured and developed as an organisation and a family. Over time we have grown, taken on more projects, improved in-house capacity and extended our experiences on a broader scale. The Living Landscape approach is now being implemented across multiple landscapes within South Africa. In all, we strive towards a common vision: "collaborations working on a living landscape".



IN THE BEGINNING

It is important to know our roots and remember how we started in order to know where we want to go in the future. As with beauty, history is often in the eye of the beholder. Over its eight year lifespan, the organisation has seen many amazing people come and go and each have their own story of where and how the seed of Living Lands was planted.

The potential to restore the socio-ecological landscape was imagined by a handful of students, practitioners and researchers in a house in the Baviaanskloof about 12 years ago. This idea was then nurtured in a rich compost of collaborations with Wageningen University, the Foundation of Sustainable Development NL (FSD), the Gamtoos Irrigation Board, Earth Collective, Rhodes University, Working for Water and the Dutch government. As a collective, we then served as the secretariat for the established Participatory Restoration of Ecosystem Services & Natural Capital, Eastern Cape (PRESENCE) Learning Network. The first milestone was the PRESENCE workshop in 2007. The workshop aimed to identify the research gaps and capacity needed to, effectively restore degraded landscapes, whilst supporting poverty alleviation and rural livelihoods within South Africa's unique Subtropical Thicket biome.

In 2008 we needed an entity to house our ideas and vision, and founded Living Lands as a Section 21 Not-for-Profit Company (NPC). The name "Living Lands" was chosen, and was inspired by the term "living landscapes", which consist of a variety of healthy ecosystems and land uses, and are home to ecological, agricultural, and social systems which are managed to function sustainably. From 2008 onward, we took over full responsibility in facilitating and hosting the PRESENCE Learning Network and started the PRESENCE Learning Village (PLV) at the Kouga Dam, a research station for visiting national and international students and researchers. The PRESENCE in the Baviaanskloof programme (Integrative Catchment Restoration Programme) funded by the Dutch government was also initiated in 2009. Through this effort we have facilitated a social learning process to mobilise civil society and create a positive change for the landowners and communities in the Baviaanskloof catchment area.

Since our germination we have grown in capacity, employing new individuals and further developing our unique role of landscape facilitator and enablers. We have continued to develop our bottom-based and top-guided landscape approach of facilitating social learning by hosting workshops and learning exchanges and supporting research and implementing projects and programmes. We have extended our work from the Baviaanskloof to landscapes in the Sneeuberg, Langkloof and Cape Town catchment areas.



VISION

“COLLABORATIONS WORKING ON LIVING LANDSCAPES”

When we speak of **collaborations** we mean people working together to solve a common challenge and create collective action and solutions based on collective understanding, trust and respect. In our work, collaborations means working and partnering with farmers, private landowners, businesses, government bodies, schools, universities and other civil society organisations.

When we speak about **working on**, it means we do our work on the landscape and live there as well. We are implementing ecological rehabilitation projects and innovation on the landscape with various approaches. We believe in learning by doing - fail fast, learn faster is our motto here.

When we speak about **living landscapes** we mean a variety of healthy ecosystems and land uses that are home to ecological, agricultural, and social systems which are managed so as to function sustainably. We believe that if people are healthy then their environment will be healthy and vice versa, which is why we approach a landscape as a whole living ecosystem.

MISSION

To create knowledge and bring synergies and collective action to the landscape through;

- **Fact finding for Living Landscapes**
- **Mobilising civil society**
- **Implementing landscape innovation and rehabilitation**
- **Enabling and facilitating social learning processes**
- **Fostering mutually beneficial partnerships and participatory networks**

We do this with a positive, creative, committed and honest approach.



CORE BELIEFS AND VALUES GUIDE OUR VISION AND MISSION

Humans have the potential to solve their own challenges.

To create collective action we need to build social capital

To create dialogue, deep listening and healing there is a need for personal healing and a mind-set shift

We need to create action and collaboration in all of the above

We have no preconceived plans

We work with all stakeholders on a landscape level

We believe that innovation and solutions need to emerge from and develop on the ground

We need to shift our awareness from Ego to Eco thinking

why

We care about the wellbeing of people and the environment.

We enjoy connecting people.

We find strength in working together.

We ask, we listen, we care, we do.

We view the landscape as a mirror of ourselves.

We highlight the beauty in the world

what

We plant ideas.

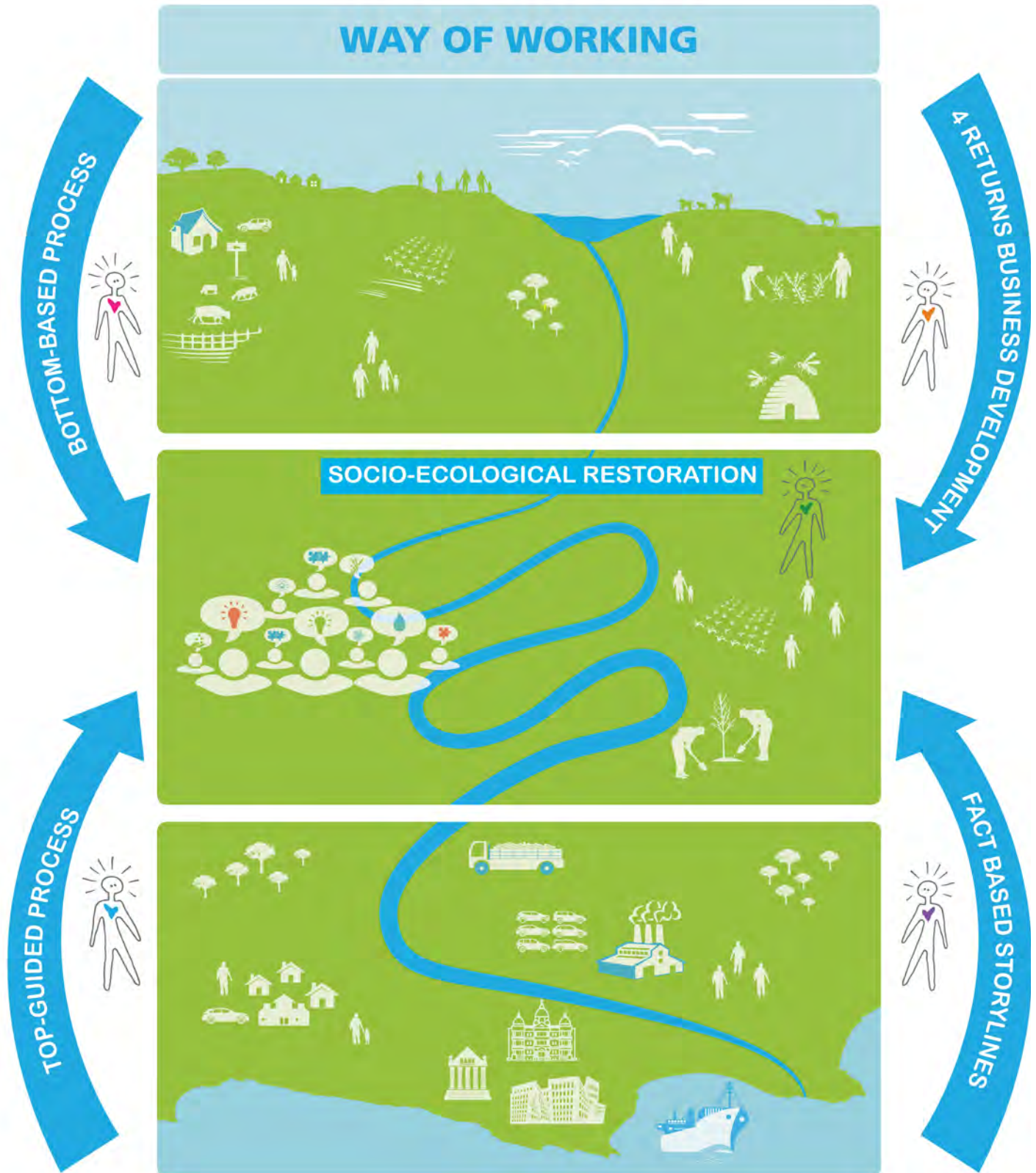
We build on collective positive energy.

We co-create solutions.

We reflect and re-evaluate.

how

THE LIVING LANDSCAPE APPROACH





Landscape Mobiliser

The Landscape Mobiliser facilitates the bottom-based process.



Landscape Facilitator

The Landscape Facilitator facilitates a top-guided process



Knowledge Broker

The Knowledge Broker creates our fact-base storylines.



Landscape Innovator

The Landscape innovator implements our socio-ecological rehabilitation



Business Developer

The Business Developer is responsible for the 4 Return Business Development.

THE LIVING LANDSCAPE APPROACH

We see ourselves as facilitators on the landscape. We have developed, tested, refined and applied our Living Landscape approach, integrating the building blocks of Theory U. This approach brings bottom-based and top-guided processes together to facilitate social learning and collaboration between local stakeholders. It builds ownership and willingness within local stakeholders and is supported by an integrated effort of the government and private sector to implement and mainstream policies and programmes. A knowledge and evidence base is developed which informs the programmes and policies that arise out of the process.

Although we have the capacity to implement large-scale rehabilitation projects and other landscape-wide projects, our strength lies in the conceptualisation phase of projects where we see ourselves as catalysts for landscape innovation and implementation. We believe in learning by doing - fail fast, learn faster is our motto here.

When we speak about living landscapes we mean a variety of healthy ecosystems and land uses that are home to ecological, agricultural, and social systems which are managed so as to function sustainably. We believe that if people are healthy then their environment will be healthy and vice versa, which is why we approach a landscape as a whole living ecosystem.

INTEGRATE

LANDSCAPE ROLES

THEORY U

THE 4 RETURNS



LANDSCAPE ROLES

Our approach thrives on a bottom-based and top-guided process. We embody five different roles on the landscape; Landscape Mobiliser, Landscape Facilitator, Landscape Innovator, Knowledge Broker and Business Developer.



The **Landscape Mobiliser** facilitates the **bottom-based process**. We seek to be grounded on the landscape with stakeholders guiding our work, so that the work stays deeply rooted in the cause. The decision for the landscape needs to be co-created and made by the people effected, on the ground. The Landscape Mobilisers facilitate social learning and social change processes with stakeholders on the landscapes by building collective awareness and understanding of the current challenges, aspirations and opportunities for action.

The **Landscape Facilitator** facilitates the **top-guided process** to create an environment for change. This aims to build collaborations and mutual understanding of the various challenges facing the socio-ecological landscape. We therefore work with stakeholders such as government institutions, businesses and downstream water users.

The **Knowledge Broker** creates **fact-base storylines**. Bridging the knowing-doing gaps and fact finding to make change possible. Trans-disciplinary research informs our approach in order to build a strong knowledge base. Research is the voice of the landscape; it can open up people's eyes to knowledge that was previously unknown or misunderstood. Knowledge Brokers therefore build partnerships with universities and other institutions of research in order to improve the knowledge base for socio-ecological restoration and innovation.

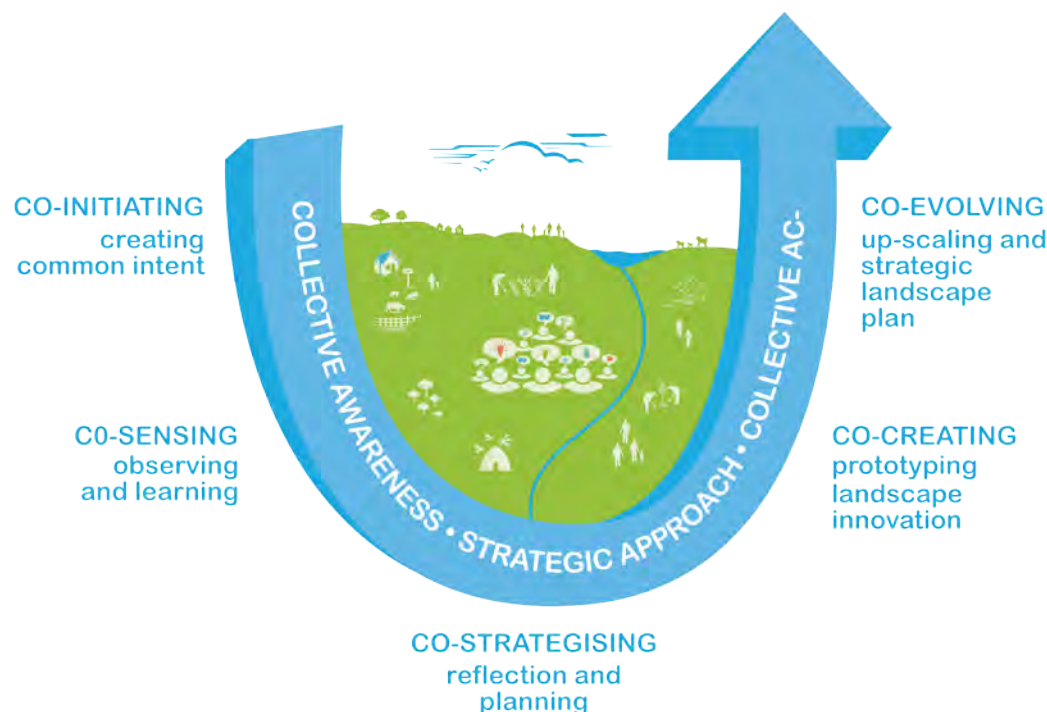
The **Landscape Innovator** implements **socio-ecological rehabilitation** and innovation projects on the ground. We generate ideas together, co-create plans, conceptualise these plans and if we see the need we can do the job and implement large scale ecological rehabilitation projects. We have a strong 'learning by doing' approach. We work with landowners and communities during the implementation phase to create additional capacity and long term sustainability for the projects. The Landscape Innovators are involved in the day to day work on site and are dedicated to project outcomes, deadlines and project finances as well as always looking for innovative ways to implement projects.

The **Business Developer** is responsible for the **4 Return Business Development**. In this regard, we work closely with our partner organization Grounded. Looking at the opportunities for the long term and financial sustainability we incorporate the 4 Returns model of Commonland where applicable. We work with farmers to develop regenerative businesses. These businesses establish a healthier and more profitable balance between nature and agriculture. We explore and develop agricultural models that are markedly more sustainable and more profitable.

THEORY U

The Living Landscape Approach is founded on Theory U. This methodology allows for a deeper integration and understanding of systems that are foreign to oneself. This helps us and the stakeholders with whom we work to immerse in experiences on deeper levels which then trigger greater emotion and action.

Theory U was developed by the Presencing Institute at the Massachusetts Institute of Technology (MIT) for leading profound change. To fully access the benefits of this theory, it is crucial that those involved are open to innovation, the process and other people. The process provides opportunities for all stakeholders to engage on a deeper level of reflection on the socio-ecological system, in order to identify and create viable community-based responses through theoretical perspective and practical social technology. This address underlying social problems on an individual, community and institutional level and change behaviour to better reflect the values of inclusion, fairness and opportunity. We believe that when processes are developed in such a way they reflect the purest truth of each system.



By accessing situations through the perspective of Theory U, we are able to detect 'blind spots' in the systems and therefore find 'acupuncture points' which allow the process to emerge differently. Focusing on the interior state of the intervener allows a higher quality of results to emerge. Theory U acts as a framework; as a method for leading profound change; and as a way of being - connecting to one's more authentic and higher aspects.

We are guided in our work by the steps of the U-shape with five primary stages. In order to get to the deep point of transformation (at the bottom of the U) it is necessary to go down the left-hand side of the U by opening our minds, hearts and wills. We do this by co-initiating (creating a common-intent) and co-sensing (immersing ourselves in the places that matter most to the situation). At the bottom of the U we presence ourselves with the situation (co-strategise) by reflecting on how we become part of the story of the future rather than holding on to the story of the past. After passing a threshold at the bottom of the U, we go up the right-hand side of the U through the phases of co-creating and co-evolving to bring the new into reality by exploring the future through prototypes. A prototype explores the future by doing something small, speedy, and spontaneous; it quickly generates feedback from all key stakeholders and allows one to evolve and iterate an idea. This process is by no means linear and can include multiple iterations of the U through time.

4 RETURNS

Commonland is an international foundation that believes landscape restoration offers tremendous untapped opportunities for sustainable economic development. Living Lands is a proud 4 Returns partner organisation.

Commonland's holistic restoration approach combines and connects three different landscape zones (natural, combined and economic) for a period of 20 years, delivering 4 Returns:



RETURN OF INSPIRATION

Giving people hope and a sense of purpose



RETURN OF SOCIAL CAPITAL

Bringing back jobs, business activity, education and security



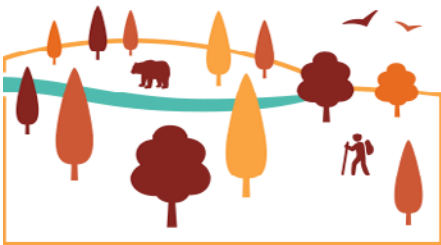
RETURN OF NATURAL CAPITAL

Restoring biodiversity, soil and water quality



RETURN OF FINANCIAL CAPITAL

Realizing long-term sustainable profit



NATURAL ZONE

Designed for restoring the ecological foundation and biodiversity



COMBINED ZONE

Designed for restoring the topsoil and delivering low and sustainable economic productivity

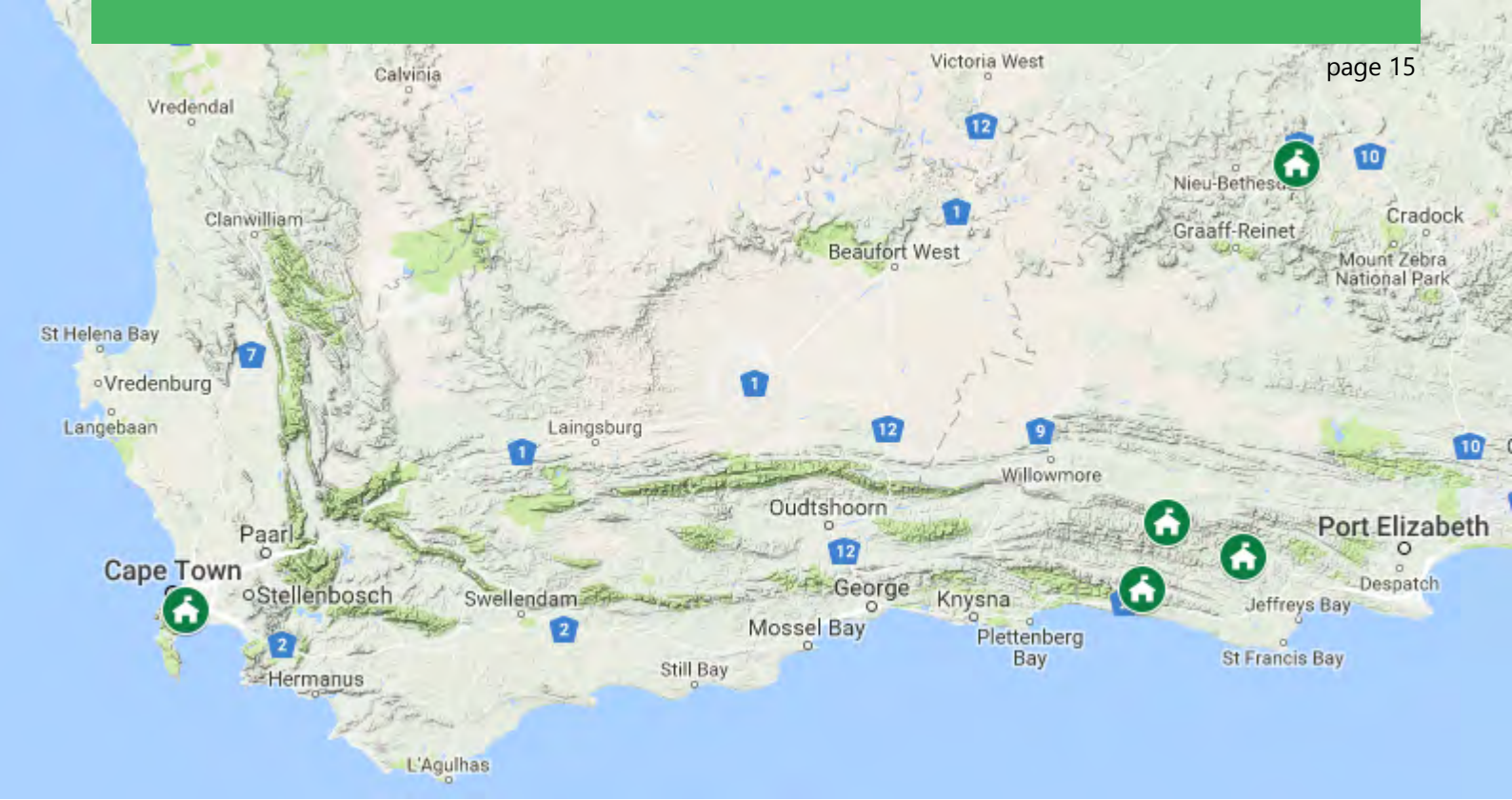


ECONOMIC ZONE

Designed for delivering high and sustainable economic productivity

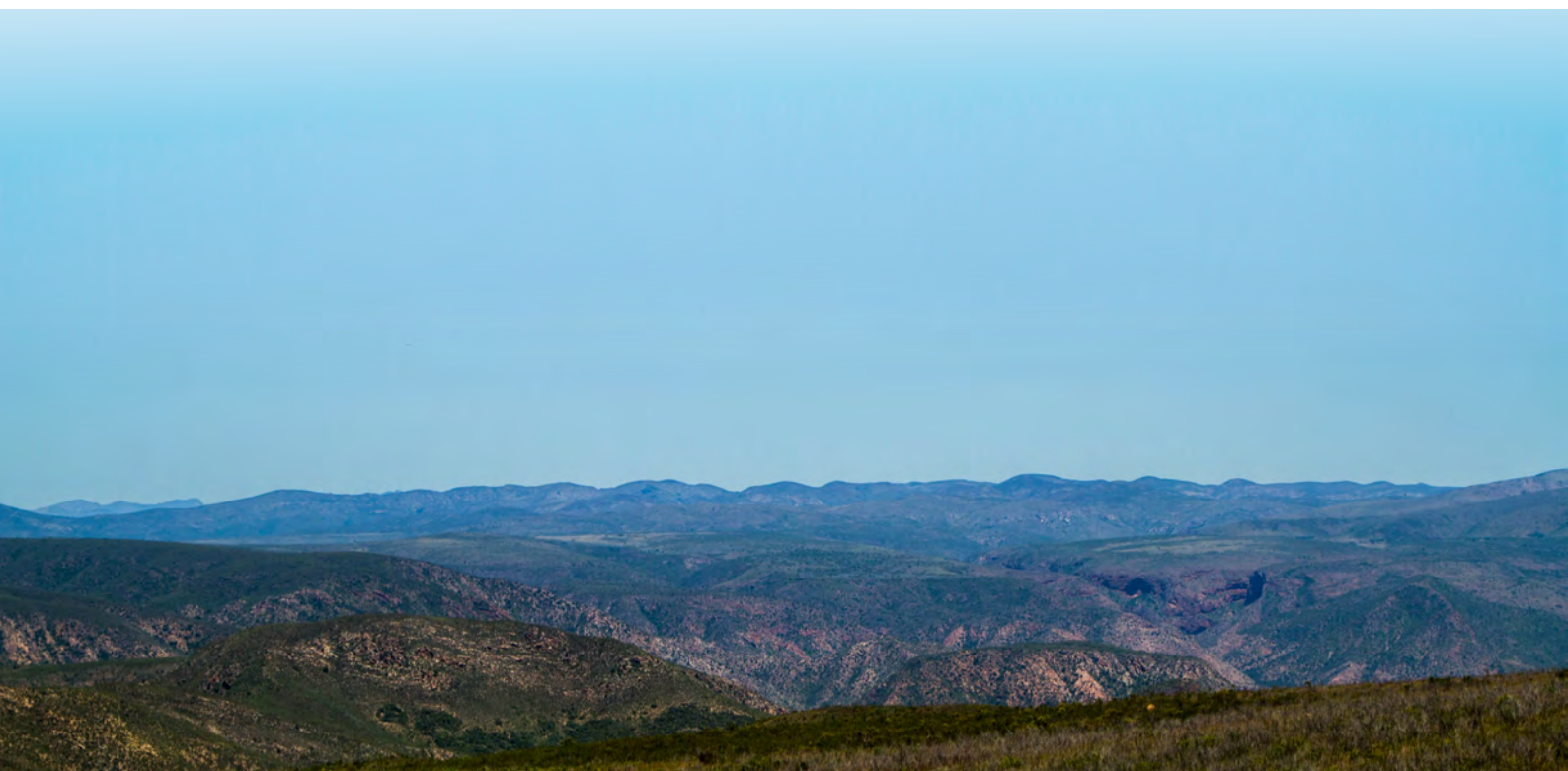
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A long-term approach is important as it takes approximately 20 years – or one generation – to restore a landscape



WHERE WE WORK AND WHAT WE DO

We started at the PRESENCE Learning Village and flowed out from there across the Baviaanskloof, to the Langkloof, the Sneeu Berg and over to the Cape Town catchments. The work and projects are diverse but the central vision of working towards living landscapes holds our course firm in the sometimes turbulent rapids that this work brings. Much of the work includes collaborating with different stakeholders towards restoring degraded socio-ecological landscapes. Below is a brief snapshot of each landscape, detailing the physical landscape, the current work we are involved in, as well as future aims.





The PRESENCE Learning Network

The PRESENCE Learning Network (PLN) is a hub for research and implementation in the Eastern and Western Cape. Since its establishment in 2007, over 150 local and international students have been involved in research facilitated through the PLN. Students are invited to make the most of the opportunity to learn from each other, as their research topics are broad, ranging from natural to social sciences and market-related studies such as tourism.

The PLN provides various “hubs” on the landscapes we work. We recently closed down the PRESENCE Learning Village (PLV) at the Kouga Dam and now have opened hubs on our landscapes which include accommodation and office space for students as well as additional facilities for student, stakeholder and expert workshops.

We intend to use the PLN as a research and learning hub for our students and partners for many years to come. We intend to expand our activities into the realms of social and environmental outreaches amongst local communities and continue to grow its local and international networks through attracting a wider variety of students and practitioners.

“The PLV is a place where you can share your research in a creative environment with fresh, young minds thinking together” - Alessandra Caine, Commonland



CURRENT PROJECTS

TMF Bottom based

Engaging with farmers and local communities to create collaborations on a living landscape and enable access to green economic opportunities.

Thicket Rehabilitation

Rehabilitating degraded thicket through planting spekboom to increase carbon capture, improve habitat and aid in watershed protection

Development Company

Working with farmers in partnership with Commonland and Grounded to enable an alternative income by planting lavender and rosemary, an initiative that is expected to bring a return of inspiration, social capital, natural capital and financial capital.

The Baviaanskloof

Between the Kouga and Baviaans mountain ranges lies the Baviaanskloof Valley. The Baviaans River flows into the Kouga River, shortly thereafter entering the Kouga Dam. The dam lies within the Baviaans Mega Reserve, a World Heritage Site, providing water to downstream fruit farmers as well as water users in the Nelson Mandela Bay municipality.

The catchment suffers from the impacts of climate change, leading to increased flood and drought events, effects of which are intensified by overgrazing, wetland degradation and erosion. In the Baviaanskloof Hartland, the privately owned western part of the Baviaanskloof, more than 9 000 ha of the land is degraded. As described earlier, our roots are found in the Baviaanskloof where we have worked since 2007 to create a living landscape. Our social engagement in the Baviaanskloof has created a change in mindset among the landowners which has led to the acknowledgment of the need for alternative land uses to diversify income. Various ecological rehabilitation innovations have already been successfully piloted and we are currently upscaling these efforts.

Together with our partners, Grounded and Commonland, our focus has been on the conversion of existing farmland to more sustainable farming practices. This will allow landowners to remove their small stock such as goats from the hillsides, freeing up the land for restoration activities. New agricultural practices are then introduced which require significantly less water than the existing practices. A business was established with the farmers in the Baviaanskloof and we are working on the transition from traditional goat farming to more sustainable and profitable farming practices. We are implementing a largescale rehabilitation programme to restore of the degraded lands, adding to already restored areas in collaboration with the South African government.

The Langkloof

The Kouga and Kromme catchments, or the Langkloof, lie adjacent to the Baviaanskloof catchment. Seventy percent of the water supply to Port Elizabeth comes from the Kouga, Baviaans and Kromme catchments. Degradation due to unsustainable farming and alien invasive trees threatens this catchment.

For the past six years, we have been working in the Langkloof. We have built a considerable knowledge base in the area as well as developed networks amongst farmers, communities, municipalities and businesses. Land degradation can be reversed by actively restoring landscapes which will bring water back to farmers, communities living on the landscape and the city downstream.

CURRENT PROJECTS

Switch Africa Green

Collaborating to facilitate investments and shifts to a green economy that can improve social wellbeing and the provision of ecosystems services through piloting new composting practices and honey bush farming.

WRC Hydrological Model

Developing a participatory hydrological model to foster social learning and group decision-making in catchment management and find solutions to restore and sustainably manage the degraded landscape.

4 Returns Partnership

Establishing a partnership between the private and public sector entities under the banner of Four Returns in the Port Elizabeth catchment to rehabilitate the landscape, improve water security, develop sustainable agriculture businesses and improve catchment management.





The Sneeu Berg

The Sneeu Berg is a mountain range in the North Western region of the Eastern Cape, near the town of Graaff Reinet in the Karoo biome. The tallest peak in this range is known as the Compassberg. The landowners around this peak joined forces to form the Compassberg Protected Environment (CPE) in order to conserve the area's rich and diverse natural, historical and social heritage. The main economic activity within the CPE is cattle farming followed by tourism. Tourists come to the area to immerse themselves in the scenic landscape which includes several charismatic wildlife species such as eland, kudu, black wildebeest and springbok.

One of the landowners in the CPE established the Sneeu Berg Centre for Sustainable Development (SCSD) which aims to create an ecologically, economically and socially sustainable landscape through implementing various projects in the area. We were invited by the board of the SCSD to facilitate its aims in the area. So far we have implemented and facilitated several projects under the umbrella of the SCSD with the current focus on knowledge creation and partnership building. Activities have included eland monitoring, grazing lawns and erosion. Going forward, our aim is to work with CPE landowners and other organisations conducting research in the area to provide knowledge on best practices with regards to landscape rehabilitation and management.

CURRENT PROJECTS

Grazing Lawns

Exploring the feasibility of expanding or creating new grazing lawns in the Compassberg Protected Environment through the application of various mowing and/or fertilisation treatments in order to renew the flow of nutrients.

Centre for Sustainable Development

Establishing a place where scientific research, knowledge and innovation can be produced and shared to create a collective understanding of the system, identify actions and opportunities for restoration and sustainable land and water management.

Social Engagement

Engaging with landowners of the Compassberg to enable an understanding of their dreams and aspirations for themselves and the landscape.

Cape Town

The mountain catchments surrounding the City of Cape Town are important water source areas for the Western Cape province. The Boland and Groot Winterhoek mountains are the watersheds for three major rivers namely; the Berg, Breede and Olifants rivers. These river catchments are the main source of domestic water supply for the city of Cape Town, and is important for agricultural, industrial and environmental purposes. Threats to the catchments include invasive alien vegetation, river bank erosion and pollution by industry and residents.

We have been very active along the Berg River (Franschhoek and Hermon) and the Eerste river (Stellenbosch) since 2013, engaging with local communities, farmers, schools, businesses as well as local and national government to define and implement innovative projects toward restoring the ecological functioning and resilience of the catchments. We have a strong partnership with the Department of Environmental Affairs and Development Planning (DEADP) through the Berg River Improvement Project (BRIP) as well as the Department of Agriculture's LandCare programme.



Our recent project with the South African National Biodiversity Institute (SANBI) has enabled us to expand to the Breede river catchment. We aim to continue working in this landscape, collaborating with others with a focus to coordinate a knowledge and implementation base for ecological rehabilitation and sustainable farming practices, and support water stewardship programmes.

CURRENT PROJECTS

Natural Capital

Supporting rehabilitation efforts along the Berg River – from wetland restoration to building ecological waste treatment systems and setting up satellite nurseries, this project promotes action on the landscape.

Jim Fouche

Facilitating collaboration between the surrounding communities, land-owners, businesses and municipalities to protect and restore the ecological integrity of the area and create a dynamic space to support entrepreneurial opportunities.

Water Hustlers

Piloting a water and sanitation monitoring programme in Enkanini informal settlement in partnership with Isidima Design and Development to empower young people in the community and combat sanitation challenges.

RDI Platform

Establishing a research, development and innovation (RDI) platform for ecological infrastructure in the Berg catchments, and working towards bridging the knowing-doing gap with regards to restoration projects.

WHO WE ARE

Now that you have an idea of what we do, how we do it and where we do it, let us introduce our team. We are a strong organisation with a young and vibrant team. We strive towards a flat organisational structure where individuals are well equipped, supported and motivated to work on their respective landscapes.

PEOPLE ON THE GROUND

We currently have 18 full time Living Landers who work across five different landscapes, a Rehabilitation Team of 10 in the Baviaanskloof and 4 Research Associates. Over the last year, we have experienced a high turnover of individuals due to various circumstances, however we have successfully hired additional competent and skilled team members. These individuals have grown into their roles quickly and adjusted to the needs of the organisation with ease. We aim to create an enabling environment for our team to grow within their field of expertise and interest with the goal to build long term commitment to the organisation.

We acknowledge that our current team does not accurately reflect the colourful demographic of a diverse country such as South Africa. It is with a great desire, however, that we strive towards this goal. We therefore have an apprenticeship programme which aims to provide individuals from all walks of life and education levels the opportunity to join our family, build capacity and explore and nurture their interests.

Baviaanskloof Rehabilitation Team





Ancia Cornelius
Langkloof
Landscape Mobiliser



Antoinette Arends
Baviaanskloof
PLV Assistant



Elwin Malgas
Baviaanskloof
PLV Assistant



Faith Jumbi
Langkloof
Research Associate



Jessica Cockburn
Langkloof
Research Associate



Julia Glenday
Baviaanskloof
Research Associate



Justin Gird
Co-director
All landscapes



Liezl le Roux
Cape Town
Landscape Mobiliser



Lyndré Nel
Cape Town
Landscape Mobiliser



Marijn Zwinkels
Co-director
All landscapes



Matt Sephton
Langkloof
Landscape Mobiliser



Maya Beukes
All landscapes
Knowledge Broker



Mellosen Allen
Baviaanskloof
Office Manager



Nadia Oosthuysen
All landscapes
Financial Administrator



Odirilwe Selomane
Non-Executive
Director



Otto Beukes
Baviaanskloof
Landscape Innovator



Pamela Sekese
Langkloof
Research Associate



Steve Berry
Cape Town
Office Manager



Thelani Grant
Langkloof
Landscape Mobiliser



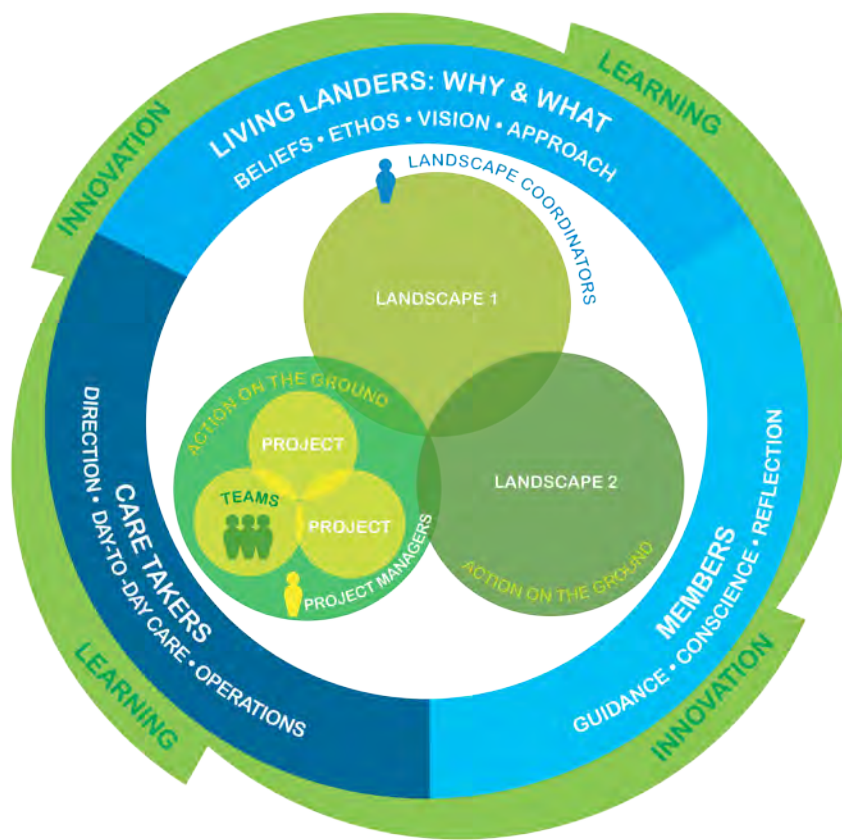
Tiahnah-Leigh Göbel
Cape Town
Landscape Mobiliser



HOW WE ARE GUIDED

We each hold the responsibility for our organisation's success and seek to embody the same landscape approach we use in our work. As a result, while we work from a bottom-based perspective, we are also guided from the top. Each role has specific responsibilities and is accountable for the outcomes. These clearly defined roles give the landscape teams the freedom to think and act collaboratively with each other in line with our vision.

We identify five roles in the organisation with different responsibilities and decision-making authority namely; Members, Living Landers, Caretakers (including the Board of Directors), Landscape Coordinators (responsible for the work on the landscape and the landscape team) and Project Managers (responsible for a specific project). While these roles inform the decision-making authorities within Living Lands, i.e. organisational structure, they do not explain the roles of the Living Landscape approach.



MEMBERS

Members are influencing partners who support the organisation by maintaining the objectives and direction, i.e. Living Lands' "true North". Members are guided by our Constitution. They provide important strategic guidance and are entitled to vote on matters of strategic importance. Members support the Board of Directors in overseeing their yearly strategy for the organisation and will often support the organisation by means of their complementary professional experience (e.g. legal, marketing, HR). We aim for 60% of our Members to be "senior" Living Landers, that is, they have at least 2 years' experience within the organisation. This ensures that our organisational structure remains "flat", making provision for feedback and reflection. The Non-Executive Director forms part of the Members and is the link between the Caretakers and the Members. Executive Directors and Caretakers cannot be part of the Members. This allows the day to day management of the organisation and "true North" role of the members to remain separate. The Members are responsible for the appointment of the Board of Directors, as stated in the Constitution.

Our Members include:

- Mr. Dieter van Den Broeck (Chair and Living Lands Co-founder)
- Dr. Matt Zylstra (EarthCollective, Living Lands Co-founder)
- Mr. Japie Buckle (SANBI Working for Wetlands.)
- Ms. Rienette Colesky (Financial Manager at Gamtoos Irrigation Board)
- Dr. Nina Rivers (Independent Researcher)
- Dr. Julia Glenday (SAEON, Hydrologist)
- Mr. Odirilwe Selomane (PhD candidate at Stellenbosch)
- Ms. Lyndre Nel (Landscape Mobiliser)

CARETAKERS AND BOARD OF DIRECTORS

In line with our vision, our management team sees themselves as the Caretakers of the organisation rather than management. The Board of Directors, as stated in our Constitution, consists of three individuals, two Executive Directors responsible for the day to day care, direction and strategy of the organisation and one Non-Executive Director who supports the Executive Directors in strategic decision-making. The Non-Executive Director stands as the link between the Board and the Members and sits on both platforms.

Our Board of Directors include:

- Mr. Marijn Zwinkels (Executive)
- Mr. Justin Gird (Executive)
- Mr. Odirilwe Selomane (Non-Executive)

Caretakers are internally based and focused on the organisation. They play an important dual role in ensuring the well-being of the organisation internally (i.e. team members) and provide managerial oversight to ensure the organisation is delivering on the landscapes. The organisation has a day to day Caretaking team consisting of Mr. Marijn Zwinkels (Executive), Mr. Justin Gird (Executive), Mr. Steve Berry (Office Administrator) and Ms. Liezl Le Roux (Communication).



FINANCIAL OVERVIEW

One of the most frequently asked questions we get is "How do you get funding for your work?". The work we do requires financial support, and we are very fortunate to have received funding and support for our projects from various organisations over the years. We work on different projects on our different landscapes. These projects are funded by a wide variety of funders.

We like to see our funding strategy as follows: we work in a similar way to a consultancy office where we have a client with a challenge. For us, the client is the landscape. The client would like to see a solution for a problem, asks the consultant for a quote, and then accepts the quote (or not). There is a direct relationship between the client and the consultant who pays for the activity. The last point is where we differ from a consultancy office in that our client (the Landscape) has a challenge and we take on that challenge and find funding elsewhere. This is done by writing project and funding proposals to possible funding organisations that have similar goals to Living Lands. There are a broad spectrum of funders, such as the South African Government, private sector, International governments, other NGO's, and landowners. An overview of all our implemented projects over the last three years can be found in Annex I. The table below shows the success rate of our proposals for funding, with the implemented project per year and the submitted project proposals.

	EQUITY AND CURRENT LIABILITIES	PROFIT/(LOSS)	RETAINED INCOME
2014	R 549 945	R -182 470	R 527 631
2015	R 1 776 525	R 1 090 216	R 1 617 846
2016	R 2 072 798	R 416 756	R 2 034 602

The project funding supports the work on the landscape and supports the organisations' overheads. We are dedicated to keep our operational costs low. Our biggest expenses are staff salaries, which we consider to be the most important. Secondly, we have some operation costs which include development, learning and administration costs. The table below shows an overview of the growth of the last three years of our salary, operational and project expenditure.

	SUBMITTED	APPROVED	DECLINED	%APPROVED
2013	32	7	25	22
2014	15	9	6	60
2015	15	10	5	67
2016	33	20	13	61

Each financial year, March to February, we are audited by Moore Stephens in Humansdorp who supplies the organisation with an unqualified audit report. The audited annual financial statements are then sent to Members for review. We work closely with the Gamtoos Irrigation Board (GIB), who keep track of financial records, manage bookkeeping and verify transactions. We consider the GIB Financial and Human Resource Manager, who is also one of our Members, our most important Financial Advisor.

The staff and operational budgets are drafted each year by the Financial Executive Director and approved by the Caretakers. Appropriate management and segregation of duties are in place. As a growing organisation we are implementing several new policies and procedures, such as our Human Resource Policy and a Resilience Strategy for the organisation. We are looking forward to the successful implementation of these policies. We are a financially healthy entity with increasing equity and liabilities over the past three years (2014-2016), as seen by the table below.

	SALARIES	OPERATION	PROJECTS*
2014	R 736 057	R 617 959	R 953 675
2015	R 1 512 980	R 837 475	R 1 646 300
2016	R 2 220 704	R 1 346 430	R 3 401 672

*excl. salaries

PARTNERSHIPS & AWARDS

Knitted into the very fabric of who we are, we love to work in partnership with other organisations. Central to our vision is to establish collaboration on landscapes. Our approach is not to compete with other organisations. If someone is able to do a better job, we are glad to play a supporting role. We concentrate on identifying and filling gaps on the landscape in order for it to thrive. That said, if we think we are able to achieve better results or no one else is able to do the job, we will gladly take on the challenge ourselves.



GROUND

Our closest partner in South Africa is Grounded. We work hand in hand in the Baviaanskloof and Langkloof. It is a neutral partnership where Grounded contributes towards business development and we facilitate mobilisation on the landscapes.



COMMONLAND
4 RETURNS FROM LANDSCAPE RESTORATION

We are a proud partner of Commonland, an international foundation that develops landscape restoration projects that are based on business cases.



We are a 4 Returns partner and use the 4 Returns ® logo from Commonland when we work in partnership. This means that we adopt the Commonland approach that combines and connects natural and economic landscapes in three zones for 20 years and deliver 4 Returns: inspiration, social capital, natural capital and financial capital.



We are a partner of the Cape Action for People and the Environment (CAPE). CAPE is a 20 year old partnership between the South African government and civil society. It aims to conserve and restore the biodiversity of the Cape Floristic Region (CFR) and the adjacent marine environment while delivering significant benefits to the people of the region.



Gamtoos-Besproeiingsraad
Gamtoos Irrigation Board

We work closely with the Gamtoos Irrigation Board (GIB) based in the Eastern Cape. From our inception, the GIB assisted us with various organisational and financial structures.

PARTNERSHIPS & AWARDS



We are a partner of Green Choice. Green Choice is a coordinating body that brings together retailers, scientists, academics, producers, manufacturers and other conservation partners.

By working with a network of projects and partners, Green Choice aims to create a favourable environment for sustainable agriculture and to support the scaling up of sustainable agricultural production and fisheries initiatives across South Africa.



The Baviaanskloof Nature Awareness (BNA) Group is an emerging collective of young adults from the Baviaanskloof Hartland farms and nearby communities who are passionate about its nature, history and diversity. With the motto of "caring for nature and sharing with people", the BNA Group want to share their knowledge, enthusiasm and appreciation for the Baviaanskloof environment with others, from local school children to international tourists. We endorse the vision and efforts of the BNA Group, working with BNA members on a regular basis and currently provide institutional support.



In June 2014 we were selected as a finalists for the Humanitarian Water Air Food Award (WAFA) and attended the final award ceremony in London. The WAFA's mission is to acknowledge and promote individuals and organisations that implement sustainable projects that seek to secure water, clean air and food while empowering local communities. At the award ceremony, we were given an opportunity to share our knowledge and insights on landscapes in South Africa as well as discuss ways forward in providing additional support to the organisation.

AND THE STORY CONTINUES

Since 2012, many lessons have been learnt from both failures and successes, and even more potential lies ahead for us. In terms of future strategy, we aim to continue working as a family in our current landscapes, deepening and strengthening collaborations toward living landscapes, as well as expanding to other landscapes where similar needs have been identified.

ACKNOWLEDGEMENTS

Living Lands would not be as successful and vibrant as it is today without the people that have contributed and fed into the life of the organisation. We therefore take the opportunity to acknowledge those who have gone before us and are still with us.

We extend our heartfelt gratitude to former Director and Founder of Living Lands, Dieter van den Broeck, for leaving an irreplaceable legacy of innovation, creativity and energy. We are proud to have Dieter as our Chairman of the Members. Dieter will always be an inspiration in our work and we will continue to implement his vision and ideas.

Previous colleagues:

We would like to acknowledge those who contributed so much to our Living Lands family and have since moved on to other things: Stephie Mendelsohn, Catherine Anderson, Maura Talbot, Kris Marais, Nina Rivers, Jesse Adonis, Nomfezeko Yalezo, Maud Sebelebele, Eberhard van der Merwe, Zandile Nake, Silvia Weel and Jennifer Foley.

Administrative and financial support:

Although not leaving us, Living Lands offers special thanks to our Member Rienette Colesky, the GIB Financial and Human Resource Manager whose advice has played an indispensable role in our financial and human resource management. She is an asset to the organisation and we welcome many more years of partnership.

Funders:

We are thankful for the successful applications and kind support from various partners and funding agencies.

People on the Landscapes:

For their willingness and enthusiasm to work and collaborate with us on various landscapes. Without the openness and kindness of local farmers, communities, schools, businesses and local to national government officials we would not be able to achieve anything.

It is our hope that our vision and mission finds resonance with others both within South Africa and beyond so we can continue our work towards ever more living landscapes.



ANNEX I

Overview of all our implemented projects over the last three years

<i>Number</i>	<i>Status</i>	<i>Project Name</i>	<i>Landscape</i>	<i>Client</i>	<i>Budget</i>
10.006.	Completed	Partners for water in the Kromme	Kromme River	Agentschap	R 4,000,000
11.003.	Completed	Mountain Zebra on Bergplaas	Baviaanskloof	Rufford	R67,376
11.004.	Implementation	Elemental Equity 2011	Baviaanskloof	various	R300,000
11.008.	Completed	SynBioSys	Baviaans and Koug	Wageningen	R145,000
11.021.	Completed	STRP 2011	Baviaanskloof	DEA/W4W	R167,000
11.027.	Completed	Mediation in water resources management	Baviaanskloof	Water Governance Centerm	R400,000
11.028.	Completed	Baviaanskloof Hartland: a place for people and wildlife	Baviaanskloof	WWF INNO	R75,000
11.029.	Completed	Transition facility Food cluster BKM	Kromme River	Agentschap	R700,000
12.002.	Completed	Water and Food Award	Baviaanskloof	WFA	R50,000
12.014.	Completed	Interns SANBI / Groen SEBENZA	Baviaanskloof	SANBI	R323,000
13.001.	Completed	INNO- Sneeuwberg	Sneeuberg	WWF-NL	R50,000
13.009.	Completed	Learning Forum Hartland Bav TMF	Baviaanskloof	TMF	R100,000
13.010.	Completed	EThekweni Municipality Greenfund	KZN	Ethe mun	R93,000
13.018.	Completed	Scaling -up Ecosystem Restoration Baviaans	Baviaanskloof	ERF	R 1,500,000
13.020.	Completed	Cape Flats TMF proposal	Cape Flats	TMF	R15,000
13.030.	Implementation	TMF Bottom Based	Baviaanskloof	TMF	R400,000
14.001.	Completed	INNO- Baviaans	Baviaanskloof	INNO- WWF	R140,000
14.002.	Completed	Building the platform (ERF)	Baviaanskloof	Four Returns Project	R2,187,000
14.004.	Implementation	Sneeuwberg Living Landscape presence	Sneeuberg	Sneeuberg CSD	R213,500
14.005.	Completed	WC Agricultural Sector CC Framework and implementation Plan Technical Prop ed	Western Cape	UCT	R200,000
14.006.	Implementation	Stellenbosch River Collaborative	Eerste River	WWF Nedbank Greentrust	R 1,800,000
14.009.	Implementation	Restoration and Sustainable Land Management through Ecosystem Monitoring	Baviaanskloof	TMF	R130,000
14.012.	Implementation	Berg River Ecosystem Restoration	Berg River	DLG Dutch Government	R 3,000,000
14.015.	Implementation	SAEON/DEA-NRM Baviaanskloof catchment monitoring	Baviaanskloof	SAEON / DEA-NRM	R33,535.00
15.001.	Completed	Old Lands New Wildlife	Sneeuberg	INNO WWF	R140,000.00
15.002.	Implementation	Co-creating conservation & Green social opportunities downstream of the Berg river	Berg River	TMF	R735,300
15.004.	Implementation	SWITCH Africa Green (UNOPS)	Langkloof	UNOP SWITCH	R 4,218,750
15.005.	Completed	Watermission	Western Cape	Dutch Consulate	R251,000
15.006.	Completed	WWF Learning Journey for the Papenkuils Wetland	Breede River	WWF-SA	R20,000
15.008.	Completed	Zambia Peace Parks	Zambia	Peace Parks	R287,800
15.010.	Implementation	Kouga Kromme 4R-GIZ-Santam	Langkloof	Four Returns Project	R700,000
15.012.	Implementation	Hydrological Modelling BKK	Langkloof	Water Research Commision	R 1,400,000
15.013.	Implementation	Protecting the Endangered Flora of Papenkuils Wetland in South Africa	Breede River	Conservation Leadership Program	R279,637
16.001.	Implementation	Baviaanskloof DevCo	Baviaanskloof	Four Returns	R190,000
16.002.	Implementation	Coca Cola Restoration	Baviaanskloof	GETF	R6,044,000
16.011.	Implementation	YEP WC	WC	YEP	R170000

