**Landscape Governance Assessment: Template for describing the landscape**

**1. Landscape description**

Landscape summary:

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| Name of landscape | *If applicable* |
| Location:  | *Region, country* |
| Size, population:  | *in hectares/km2 and (estimate) number of inhabitants* |
| Major land-uses:  | *e.g. forest cover, urban areas, agriculture (specify crops)* |
| Tenurial arrangements:  | *Give a rough indication of the (main) tenure arrangements that can be found in the landscape. E.g. concessions, ancestral/indigenous lands, forest reserves, national parks, community forest* |
| Major threats:  | *Please list the main threats* |
| Include map  | *Preferably with land uses* |

How is the landscape coherent?

*Please explain in 2-3 sentences. See Chapter 4: Step 4 of the guidelines.*

How is the landscape multifunctional?

*Please explain in 2-3 sentences. See Chapter 4: Step 4 of the guidelines.*

Who are the main stakeholder groups in the landscape?

*Carefully consider possible stakeholders in each of the categories below, although not all might be applicable to your landscape. We recommend that you first create a full overview of the main stakeholder groups, before you decide who to invite to the workshop.*

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| **Local Government** | *District/provincial governments; watershed authorities (Note: You do not necessarily need to invite representatives from each local government in the landscape.)* |
| **Sectoral government agencies** | *e.g. those responsible for forest, biodiversity, mining, agriculture, tenure, planning, extension; local and/or national level* |
| **Law Enforcement Agencies** | *e.g. representatives of landscape level enforcement and judicial institutions* |
| **Communities** | *Village governments, traditional leaders, elders* |
| **Civil Society Organisations** | *Incl. community based organisations* |
| **Interest groups, social groups** | *Pay specific attention to marginalised groups such as: indigenous peoples, women, youth and landless actors.**Include: Conservation interests, rights-based organisations, religious groups, if relevant.*  |
| **Multi-stakeholder organisations** | *If there is already a landscape level multi-stakeholder collaboration* |
| **Big corporations and industry** | *e.g. agriculture, mining, forestry, tourism. Could include representing or umbrella organisations,*  |
| **Economic actors who depend on the landscape (including small/medium enterprises)** | *Foresters, farmers, fisher folk, artisans, traders.*  |
| **Worker/Trade Unions and Cooperatives** | *e.g. smallholder cooperatives, worker unions of major industries in the landscape.*  |
| **Banks/Financial Institutes** | *E.g. banks with branches in the landscape, external (potential) investors* |
| **Research And Education Institutes** | *e.g. universities, research institutes on governance/forestry/agriculture/etc.* |
| **Others** | *Any stakeholders that do not fall in the categories above*  |

Who are the most influential groups in decision-making?

*List the groups*

Who are the marginalised groups in decision making?

*List the groups*

What are the main decision-making mechanisms in the landscape?

*Please explain briefly how decisions about tenure and access to natural resources are made*

How is land-use planning arranged in the landscape?

*Please explain, who is responsible and what is the formal process for land-use planning*

How do stakeholders in the landscape interact?

*Is there some form of multi-stakeholder collaboration in the landscape? Please describe*

Is there a landscape level vision or plan?

*If yes, please briefly describe how it was developed and which themes it covers*

**2. Selected decision-making process within the landscape**

What are the key issues and major developments/decisions in the landscape?

*Please list the main decision-making processes and developments (where necessary with a short explanation)*

Which key issue will be the focus of this landscape governance assessment?

*Please describe*

What is the decision-making process(es) regarding this issue?

*Please describe*

Who are the key actors affected by and/or affecting this decision?

*Please describe*

**3. Background paper template**

*Please go through the list of indicators below and where possible give a brief answer (factual/objective) based on what is already known. The information can be the start of discussions during the landscape governance assessment workshop. This way, you prevent having a long conversation about information that is already known.*

*To help in preparing the background paper, we have indicated which questions you are likely to be able to answer (at least partially) in advance. These are marked as “objective”, since they are likely to yield factual/objective answers. Note that in many cases the “objective” answer will relate to how something is supposed to work (on paper). During the workshop you can validate and complete your initial answers, including a description of how it works in reality (on the ground). If you do not know the answer to an “objective” question, you can decide to look into the topic as part of the preparation, or leave it open to be discussed during the workshop. The questions marked “perspective” will definitely need to be discussed during the workshop, because the answers will be mostly based on the participants perceptions and experiences.*

## Performance criterion 1: Inclusiveness and participation in decision-making

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| INDICATOR AND DISCUSSION QUESTIONS | INITIAL ANSWERS (OBJECTIVE) |
| Indicator 1.1: Transparency**Opening question:** **How is information about rules and decision-making processes shared with stakeholders in the landscape? (Perspective)***Discussion questions:* 1. *To what extent do stakeholders know how decisions are made in the landscape?*
2. *To what extent are stakeholders informed about upcoming decisions?*
3. *How are decisions and their consequences explained to stakeholders in the landscape?*
4. *What are the barriers for stakeholders to access information about the rules and decision making processes that affect the landscape?*
5. *How are decisions about access to land and resources communicated to the affected stakeholders?*
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| Indicator 1.2: Participation**Opening question: How are relevant stakeholders able to participate in decisions that affect the landscape? (Mixed)***Discussion questions:*1. *In what ways are these decision-making processes open for participation by relevant stakeholders in the landscape?* **(Objective)**
2. *In what ways do these decision-making processes limit participation?* **(Objective)**
3. *Do stakeholders have the capacity and information to participate effectively?* **(Perspective)**
4. *To what extent is input from relevant stakeholders genuinely used in decision-making processes?* **(Perspective)**
5. *To what extent do all relevant stakeholders actively participate in decision making? Are there stakeholders who are not willing to participate?* **(Perspective)**
6. *To what extent do decision making processes about land and resource access ensure the participation of the communities that depend on the land for their livelihoods?* **(Perspective)**
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| Indicator 1.3: Equity**Opening question: How is influence in decision making shared among stakeholders in the landscape? (Perspective)***Discussion questions:* 1. *To what extent are public, private and civil society interests taken into account in decision-making?*
2. *To what extent are the people that are most affected by decisions, also able to influence these decisions?*
3. *To what extent are marginalised groups (including women and indigenous groups) able to influence decision-making that affects them? To what extent do CSOs support them in voicing their interests?*
4. *Are land rights fairly distributed among stakeholders in the landscape? Are there groups of stakeholders without access to land or resources?*
5. *Are resource access rights fairly distributed among stakeholders in the landscape? Are there groups of stakeholders without access to land or resources?*
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| Indicator 1.4: Accountability**Opening question: What are mechanisms to ensure that public and private actors fulfil their duties and responsibilities towards relevant stakeholders in the landscape?(Mixed)***Discussion questions:*1. *To what extent is the work of the government agencies independently monitored?* **(Perspective)**
2. *How can government agencies be held accountable if they fail to fulfil their responsibility?* **(Objective)**
3. *What is done in case of reports of misconduct of government representative (e.g. corruption)?* **(Perspective)**
4. *To what extent can stakeholders seek review of decisions made by the government agencies?* **(Perspective)**
5. *To what extent is the work of the private sector monitored?* **(Perspective)**
6. *What is done in case of reports of misconduct of private sector actors?* **(Objective)**
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Performance criterion 2: Culture of Collaboration

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| INDICATOR AND DISCUSSION QUESTIONS | INITIAL ANSWERS (OBJECTIVE) |
| Indicator 2.1: Sense of community **Opening question: How is the sense of community in the landscape? (mixed)***Discussion questions:* 1. *To what extent do people in the landscape feel connected to the landscape and its history?* **(Perspective)**
2. *To what extent do people in the landscape feel they are connected with one another?* **(Perspective)**
3. *To what extent do people feel they can depend on one other?* **(Perspective)**
4. *What are the forms of leadership in the landscape that bring people together?* **(Objective)**
5. *To what extent do people in the landscape have a common vision and are they committed to achieving this (e.g. through collaborative activities)?* **(Perspective)**
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| Indicator 2.2: Knowledge and learning**Opening question: How do stakeholders share knowledge and learn together? (Perspective)***Discussion questions:*1. *To what extent do stakeholders keep each other informed of their plans and decisions?*
2. *To what extent do stakeholder exchange ideas, experiences and best practices?*
3. *How is scientific knowledge used and valued in the landscape?*
4. *How is local and indigenous knowledge used and valued in the landscape?*
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| Indicator 2.3: Conflict resolution**Opening question: How are conflicts among stakeholders addressed in the landscape?***Discussion questions:*1. *To what extent do stakeholders promote the peaceful resolution of conflicts in the landscape?* **(Perspective)**
2. *What are the formal and informal mechanisms for addressing conflicts among stakeholders in the landscape?* **(Objective)**
3. *To what extent are these conflict management mechanisms visible and accessible to all stakeholders in the landscape?* **(Perspective)**
4. *To what extent are conflict management mechanisms fairly applied to different stakeholder groups?* **(Perspective)**
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| Indicator 2.4: Resilience and innovation **Opening question: How do stakeholders respond to change in the landscape? (Perspective)***Discussion questions:*1. *What are the main disruptions that threaten stability in the landscape (e.g. natural disaster, political instability, economic shocks)?* **(Objective)**
2. *To what extent are stakeholders aware of these threats?* **(Perspective)**
3. *To what extent do stakeholders have the knowledge and capacity to deal with these threats?* **(Perspective)**
4. *To what extent are stakeholders able to mobilise support in dealing with disruptions?* **(Perspective)**
5. *To what extent do stakeholders make an effort to reduce vulnerability to these threats for everyone in the landscape, including marginalised groups?* **(Perspective)**
6. *To what extent are stakeholders coming up with ideas, solutions and innovations to increase their ability to respond to disruptions and changes in the landscape?* **(Perspective)**
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### Performance criterion 3: Coordination across sectors, levels and actors in the landscape

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| INDICATOR AND DISCUSSION QUESTIONS | INITIAL ANSWERS (OBJECTIVE) |
| Indicator 3.1: Landscape coordination**Opening question: How do stakeholders coordinate across the landscape to identify synergies and opportunities for collaborative action? (Mixed)***Discussion questions:*1. *How do stakeholders interact? Where? When? About what?* **(Objective)**
2. *To what extent does this lead to better understanding of commonalities and differences?* **(Perspective)**
3. *How do the interactions lead to collaborations?* **(Perspective)**
4. *Is there a landscape level plan? And are there collaborative activities?* **(Objective)**
5. *To what extent is impact of decisions and actions monitored at the landscape scale? And is the monitoring information shared?* **(Objective)**
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| Indicator 3.2: Horizontal coordination across sectors**Opening question: How are rules, plans and decision-making processes coordinated across governments and government agencies at the landscape level? (Mixed)***Discussion questions:*1. *To what extent do government agencies work together across sectors (e.g. agriculture, forestry, mining, etc.)?* **(Objective)**
2. *Do the agencies understand each other’s work?(***Perspective)**
3. *To what extent do the agencies coordinate their decisions?* **(Objective)**
4. *To what extent are plans and policies of the different agencies harmonized?* **(Objective)**
5. *If the landscape covers several jurisdictions: how do the governments of the different jurisdictions coordinate their plans and decisions?* **(Objective)**
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| Indicator 3.3: Vertical coordination among levels**Opening question: How are decision-making processes coordinated between national, regional and local levels of government? (Objective)***Discussion questions:*1. *To what extent do government agencies coordinate their decisions from the local up to the national level?*
2. *How are policies coordinated across levels?*
3. *How are land use plans and land tenure agreements aligned across levels?*
4. *What are differences in priorities between levels? How are those resolved?*
5. *Are local decisions respected by higher levels of government?*
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| Indicator 3.4 Linkage**Opening question: How are stakeholders linked with national and international developments that affect the landscape?***Discussion questions:*1. *How is landscape influenced by national and international decisions and developments? (e.g. international markets, national commitments to international agreements)***(Objective)**
2. *To what extent are stakeholders in the landscape aware of and linked to these (inter)national developments?* **(Perspective)**
3. *To what extent are stakeholders able to benefit from these (inter)national developments?* **(Objective)**
4. *To what extent are stakeholders in the landscape negatively influenced by the (inter)national developments?* **(Objective)**
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| Indicator 3.5: Coordination between formal and customary rules and decision-making **Opening question: How are the customary and the government-led governance systems coordinated?***Discussion questions:*1. *How well-respected and acknowledged is the customary system by other stakeholders?* **(Perspective)**
2. *To what extent do the authorities from both governance systems coordinate their decisions and plans?* **(Perspective)**
3. *Where is overlap in authority between the customary system and the government?* **(Objective)**
4. *To what extent does this overlap lead to conflict?* **(Perspective)**
5. *How do stakeholders deal with this overlap?* **(Perspective)**
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### Performance criterion 4: Enabling sustainable landscape management

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| INDICATOR AND DISCUSSION QUESTIONS | INITIAL ANSWERS (OBJECTIVE) |
| Indicator 4.1: Perceptions and knowledge of environmentally friendly practices **Opening question: How do stakeholders perceive and understand the concept of environmentally friendly practices? (Perspective)***Discussion questions:* 1. *To what extent do stakeholders understand what is meant by environmentally friendly practices?*
2. *To what extent do people try to be environmentally friendly?*
3. *Do stakeholders have the knowledge and skills to implement environmentally friendly practices?*
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| Indicator 4.2: Environmentally friendly practices **Opening question: To what extent do stakeholders implement environmentally friendly practices in the landscape? (Objective)***Discussion questions:*1. *What are the environmentally friendly practices in the landscape? How common are these?*
2. *What is limiting the further development/expansion of these practices?*
3. *Are there many environmentally harmful practices in the landscape?*
4. *What is done to make these harmful practices more environmentally friendly?*
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| Indicator 4.3: Presences of enabling rules**Opening question: How do the policies and procedures promote environmentally friendly practices in the landscape? (Objective)***Discussion questions:* 1. *How do sectoral policies (e.g. mining, forestry, agriculture, water) promote/limit environmentally friendly practices?*
2. *How do land tenure rules promote/limit sustainable practices?*
3. *How does land-use planning promote/limit sustainable practices?*
4. *How do private sector policies promote/limit sustainable practices?*
5. *How do customary rules promote/limit sustainable practices?*
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| Indicator 4.4: Implementation and monitoring of rules**Opening question: How are environmentally friendly policies and practices implemented and enforced and how is their impact monitored? (Objective)***Discussion questions:*1. Who is responsible for implementing the policies and procedures (as mentioned under indicator 4.3)?
2. How well do they implement and enforce the rules? To what extent does the reality on the ground match the policies and procedures as stipulated?
3. How well do they monitor the implementation and the impact of the rules?
4. To what extent do civil society organizations monitor the implementation of environmentally friendly policies and practices by public and private actors?
5. To what extent are violators prosecuted and punished?
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| Indicator 4.5: Promotion of environmentally friendly practices **Opening question: To what extent are the conditions in place to promote environmentally friendly practices in the landscape?** *Discussion questions:*1. What are opportunities/barriers for stakeholders to access technology for environmentally friendly practices? **(Objective)**
2. What are opportunities/barriers to access funding, investments and subsidies for environmentally friendly practices? **(Objective)**
3. Are there appropriate benefit sharing schemes to promote environmentally friendlypractices? **(Perspective)**
4. What is the level of (scientific) knowledge on environmentally friendly practices in the landscape? What are opportunities/barriers for stakeholders to access this knowledge? **(Objective)**
5. How does capacity building in the landscape promote environmentally friendly practices? **(Objective)**
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