Special Knowledge Session - Landscape Governance

April 12, 2018
Wageningen International Congress Centre (WICC)
Platform NLandscape knowledge session: Landscape Governance

Date: April 12, 2018  
Venue: Wageningen International Congress Centre (WICC)  
Facilitator: Cora van Oosten  
Artist: Luuk Poorthuis

Organising team:  
- Roderick Zagt, Tropenbos  
- Henk Simons, IUCN  
- Arend Kolhoff, Commissie MER  
- Cora van Oosten, Ilse Hennemann and Lotte Roosendaal, WCDI  
- André Brasser, Beagle/secretariat

Background – what’s at stake?  
Governance can be described as a process in which policy development and implementation is based on cooperation between representatives from the government, the market and civil society. Together they operate through mixed public and private networks and arrangements, within the decentralised administrative system of states. Landscapes however, are rarely recognised as a formal level within these systems. By lack of formal governance structures, landscape governance is therefore characterised as being a shared responsibility of civil society groups, private sector actors and local governments. In many places, these actors are experimenting with their newly assigned roles as co-developers and implementers of landscape governance. Much is expected from these public-private initiatives, yet little is known about their level of transparency, accountability and decision-making structures. Professionals who are able to facilitate these often complex multi-stakeholder processes are learning by doing. What are these learnings, what are they doing, can successful models be identified? This and more has been explored.

Programme:

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<td>Tool 2: The Environmental impacts. Presentation of Strategic Environmental Assessment Tool (SEA) by Commissie MER and discussion of its implications for the cases</td>
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For more information, visit: [http://www.nlandscape.nl/](http://www.nlandscape.nl/)  
PowerPoint presentations are available [here](http://www.nlandscape.nl/).
1. Opening and Welcome
   – by François Uwumukiza, participant from Rwanda

Francois, one of the course participants, opened the meeting by introducing the group and explaining what the participants have been doing in the past two weeks. In these two weeks an incredible amount of work has been done: the groups have applied numerous tools and created visuals to analyse their case, key stakeholders in the Dutch landscape have been visited and action plans have been made. During this session the groups were eager to receive valuable input and insights from the audience.

2. Harvest from the course: The Landscape Governance Framework
   – by Cora van Oosten, WCDI

A landscape is like a puzzle with several pieces that together make up the whole. In today’s world, each of the pieces, or elements, are linked up but changing at the same time. We need natural resources for daily living, we live in different types of communities and mingling of these different communities takes place due to migration. We need commercial agriculture and higher production rates to respond to an increasing demand. In the cities people are in need of jobs and expanding industries need resources for production.

We need to understand these different elements and how they are interconnected in each specific context: every landscape has its own logic. Simultaneously, we need to look at landscapes from a larger perspective. Due to globalization, landscapes and the people in it become increasingly connected to each other, for example through value chains and trade routes, investors and international politics. All these aspects cross the administrative or natural boundaries which requires for all actors involved in a landscape to collaborate and connect to each other. However, in doing to, multiple challenges can be expected:

- **Power games**: actors claiming space and influence, and each trying to achieve their interest
- **Cultural erosion**: modern institutions that replace traditional ones
- **Jurisdictional boundaries**: political-administrative boundaries rarely tally with a landscape’s boundaries leading to a situation in which politically defined laws, rules and regulations...
control only part of a landscape and may conflict with those in adjacent administrative areas, yet part of the same landscape.
- Sectoral boundaries: segregated sectors, each with their own ministry and their own rules, regulations and priorities. This may lead to policy conflicts and confusion over use of space which are played out at a landscape level.
- Products and chains: multiple chains operating in the same space, competing for the same resources

These challenges have been discussed and explored during the course. Landscape governance is the activity of facilitating and guiding the activities within a landscape and aligning stakeholders and their interests. To be able to do so, there are particular capabilities that you need as a landscape professional (see pictures below). These capabilities are:

- Integrative: integrate social and ecological systems
- Inclusive: achieve coherence in stakeholder diversity
- Institutional: make institutions work for the landscape
- Think business: create landscape market value
- Adaptive landscape management

Throughout the course, these capabilities have been used as building blocks of the learning process. We analysed our landscapes, built stories, created visions, made plans, checked our plans and saw how all our work fitted in already existing institutional frameworks. For this we used over 20 tools and the outcome of all this is presented to the audience today.

For the course, every participant had to bring his or her own case of a landscape with a specific problem. From these cases, six have been selected to be analysed in smaller groups throughout the course. Although the cases have been analysed in depth, new knowledge and input is always welcome. This session therefore served as a chance for each group to present their cases and bring forward a particular question that they are still struggling with, or a specific topic that they would like to discuss.
3. Case Pitches
   – by each case owner

**Rwanda: Sebeya Catchment Landscape**
**Case Owner:** Beatrice Mukasine (*bmukasine@water.rw*)
**Case description:** This landscape has many opportunities such as tea plantations, minerals, opportunities for the tourism sector. However, currently the area is suffering from land degradation, erosion, flooding and pollution of the river, mainly due to mining companies upstream. A plan has been made to govern this catchment, but more stakeholders should be involved to make it a participatory plan that will be supported by the local communities.

**Proposed landscape arrangement:** an inclusive action plan should be made, led by a task force. In this action plan the opportunities that the landscape offers can be increasingly exploited. In this way, sustainable agriculture, clean water and economically flourishing communities can be achieved.

**Input needed:** how to make the existing action plan more inclusive?

**Nepal: Chitwan National Park**
**Case owner:** Tilak Chaudhary (*tilak977@gmail.com*)
**Case description:** In the Chitwan National Park, the human population is increasing while the wildlife is decreasing. Farmers living in the buffer zone in the south of the park are pushed away to the expanding city north of the park, which in turn pushes wildlife to encroach further into the buffer zone. This increasing pressure on the buffer zone threatens the balance between humans and wildlife.

**Proposed landscape arrangement:** a Buffer Zone User’s Committee. This is an already existing institution but needs further strengthening. This committee is meant to be the bridge between the national park and local farmers. By further strengthening its collaboration with the national park, and including all key stakeholders, balance and harmony between the local community and wildlife can be brought back.

**Input needed:** How to recreate this balance?

**The Philippines: Mt. Kalatungan Range**
**Case owner:** Thieza Verdijo (*thieza.verdijo42082@gmail.com*)
**Case description:** This landscape recently suffered from a big flood as a result from a hurricane, causing a lot of damage both in terms of deforestation and landslides as well as in the towns. This event raised awareness on the need to better manage this landscape and ensure that upstream activities do not have a negative impact on downstream communities and biodiversity in general.

**Proposed landscape arrangement:** use Payment for Ecosystem Services (PES) as method to restore the landscape, sustain biodiversity, and enrich the culture of the Philippine culture in this area. Sellers: upstream communities, Buyers: all stakeholders impacted downstream, e.g. private companies.

**Input needed:** How to create a financial sustainable framework for this landscape, to make this work?
Madagascar: Mahafaly land & sea scape  
**Case owner:** Domoina Rondro (domoinarondro@gmail.com)  
**Case description:** Mahafaly means: the place that makes you happy. It is unique landscape with a rich biodiversity, but there is major deforestation happening, which threatens both the landscape and its biodiversity. Local communities cut the woods for charcoal production and weak governance allows unsustainable practices to continue and pressure on resources to increase.  
**Proposed landscape arrangement:** foundation of the Mahafaly management committee that would be responsible for governing this landscape, which includes a trust fund. It will be their task to ensure that biodiversity is maintained and that investment are made in the landscape to sustain it responsibly.  
**Input needed:** what should be the mandate of this Mahafaly management committee?

Indonesia: Citarum River Landscape  
**Case owner:** Ni Made Gilang (madegilangs@gmail.com)  
**Case description:** This river landscape is heavily polluted and the river is now called the most polluted river in the world. Millions of people are connected to this river and the government has been working on plans to tackle the pollution. However, the plans are not at all integrated nor enforced.  
**Proposed landscape arrangement:** foundation of a task force to align current policies and regulations, to enforce that pollution is reversed, and to ensure that the multiple functions of the landscape are optimally and sustainably used. This task force will work together with all stakeholders involved to work together towards a clean landscape where people can enjoy the benefits of a clean river.  
**Input needed:** how to use already existing structures and institutions in this new arrangement?

Mexico: Valle de Bravo  
**Case owner:** Samantha Namnum (samantha@cemda.org.mx)  
**Case description:** This is a natural reserve that is threatened by human encroachments, new crop field and farmers selling their land to investors who want to turn the place into a touristic area for weekenders. On the one hand urban development is growing very fast (both around the lake and in the forests), on the other hand the lake is getting increasingly polluted and river beds starts to erode.  
**Proposed landscape arrangement:** use the Institute of Municipal Planning (IMP) as legal entity to stimulate new practices such as redirecting investments from real estate to organic farming and ecotourism. They can also help to cope with conflicts and policy integration.  
**Input needed:** how we avoid conflict of interests without losing biodiversity?
4. Group work: further analysis and discussion of the cases
After the pitches, the audience joined the groups to learn more about each case in detail, exchange information and insights and learn from the progress that each team has made during the course.

Learning points guest participants:
- You need a mechanism between analysis and intervention
- PES could be used as a governance mechanism
- You need to link the intervention to different institutional scales and work across administrative boundaries
- Landscape governance = short term action + long term vision (and policy)
- Visuals help to tell the story
- How to engage stakeholders? Analyse their incentives!

New insights course participants:
- Include high interested stakeholders in your intervention
- As part of your intervention, you might also look at how current practices can be made more environmental friendly (e.g. mining) instead of banning them altogether
- Include local communities in the intervention (both upstream and downstream)
- Leverage what is already there, for example a legal framework or an already existing task force
- There should be a separate controlling/monitoring body, independent from decision-makers
- Do not start too big, rather small interventions first and then grow bigger
- Get early buy-in from funders and farmers by documenting the process in a language they understand

What was missing/points of attention:
- Who is the problem owner? Who takes responsibility?
- Is the intervention targeting the ‘right’ institutional scale?
- How to achieve long-term policy change? How to involve both local governments and policy makers as well as involve & empower local people?
- Think more about the incentives of the stakeholders that should be involved
- How to ‘get your arrangement started’? what is your entry point?
- PES: look well at the competitors before determining the price. This is an important element of the business model canvas to look at.
- It is essential to obtain more in-depth knowledge before developing and implementing an intervention: what are the stakes involved, what are the financial risks, how does the intervention take a niche position in the area etc.?
- Try to look how your landscape fits in a more global context: which international laws and regulations apply to your landscape?
5. Tool 1: Landscape Governance Assessment
– by Roderick Zagt, Tropenbos

The Landscape Governance Assessment tool is a methodology to:
- Enable systematic discussion on aspects of landscape governance.
- Assess changes in landscape governance
- Identify follow up strategies for sustainable landscape governance & management

A capacity assessment component is included. The tool is essentially designed to assess the various components of landscape governance, which means it can be used for baseline assessment and monitoring and evaluation. Ideally the tool is applied with a diversity of stakeholders from various sectors, levels and backgrounds.

Tool development
The tool was developed in a two-day workshop with 25 key stakeholders from various backgrounds. The participants went through 5 steps, or components, including elaborate discussion, validation and scoring, to develop the method. Four key criteria were identified with regards to sustainable landscape governance:
1. Inclusive decision-making in the landscape
2. Culture of collaboration, e.g. how you deal with conflict.
3. Coordination across sectors, levels and actors (both vertical and horizontally)
4. Enabling environmentally friendly landscape management: the extent to which enabling practices exist that promote environment friendly practices

Each of these elements is subdivided in various indicators. For each of the indicators questions have been formulated to measure the indicator. There are both qualitative and quantitative elements to measure the indicators.

The method is published in a manual which can be found [here](#).

What does this tool add to what has been done during the course?
- This tool can be used as additional tool to assess your landscape. Instead of just talking and discussing key elements of a landscape, this tool allows you to actually score those elements, to quantify them.
- It helps to assess current programs.
- It helps to discuss and determine what exactly you mean with the indicators used. How do you define them?
- It helps to determine goals to achieve and evaluate them.

Remark: it is important that your instrument is embedded in the arrangement you designed. We have all come up with an arrangement but haven’t discussed how they should perform/function. This tool could help to set the criteria and monitor the progress.

Challenge: how to make an arrangement participatory if certain stakeholders or groups of people are not used or motivated to participate (for various reasons).
6. Tool 2: Strategic Environmental Assessment (SEA)
– by Sibout Nooteboom, Commission MER, and Roel Slootweg, SevS

The role of SEA in Landscape Governance
This tool focuses on legal procedures. The procedure of environmental assessment is primarily something technocratic: you need an expert to do it. However, it is also a democratic tool, to prevent that the government takes a course that’s unacceptable to the people. Environmental impact matters to citizens, but often this democratic element is missing. The role of the government in landscape governance is to pay and facilitate, to design policies (e.g. about protected areas), to do spatial planning, make land-use decisions, and regulate and control. However, a crucial role of the government with regards to landscape governance is that they need to do environmental assessments. They need SEA to justify their plans and to be held accountable. They produce environmental assessment reports that should be open to the public and function as a justification for the decisions made. This is a way to timely inform the public, be open about the plans the government has and justify those plans. An SEA is performed by an independent institute and is therefore a tool to provide reliable and objective information and provide transparency. An SEA forms a starting point for any landscape arrangement and should therefore be part of landscape governance.

Using SEA as leverage
In landscape governance issues, there is often a trigger from one specific sector (e.g. water sector, mining sector) that requires a response. A landscape approach is usually an appropriate response to such issues. However, you need an approach that is enforceable, which is not always easy with a landscape arrangement. How do we make sure that the stakeholder that is the major trigger behind the issue changes his practices? You need some kind of mechanism for this. When discussing the issue, what can you do to have an equal say in the matter, and not be overruled by large companies or other powerful entities? SEA is recognized as a legal tool that governments have to do according to international law. This can be used as leverage to convince large and powerful stakeholders to change their practices. SEA is therefore a procedure that can create a legal and formal pathway to get your arrangement formally recognized and adopted. A formal way to do the right thing.

A table with steps that can be taken to incorporate SEA into a landscape approach can be found here (last page).
7. Closing remarks  
– by Eufracio Maratas, participant from the Philippines

Mr. Eufracio is wearing a shirt made of pineapple fibres, a national costume that he specially put on for this session. All the single fibres are put together and woven one by one into a beautiful shirt. This is exactly what the participants have been doing in the past two weeks. They have learned how to weave compelling stories for their landscapes, they have created artworks that they are proud of, and they have been able to weave their experiences from the different countries that they come from. Mr. Eufracio participated in a similar course five years ago and after that he felt and knew that he was able to actually do landscape governance. When he came back to his village, he became mayor and was able to solve a major problem that the village was facing in the landscape. Both these courses have inspired him to run for mayor and to change things for the better. This example illustrates how the course empowers participants to develop a vision for their landscape and have the confidence to actually make a change when they get back home: to be a landscape entrepreneur. A special thanks is given to all the guests for providing their valuable input.

More information on the course ‘Landscape Governance’ can be found here.